



Sustainability
report **2019**



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SUMMARY OF PERFORMANCE

We enriched enough uranium to generate an estimated 856,000 GWh of electricity from nuclear power, avoiding approximately **380 million** tonnes of carbon emissions. For further details, see GRI 305-3, page 43.



We completed construction of our Tails Management Facility (TMF) in the UK, achieving more than **7 million hours** without a Lost Time Incident.



Our Richie education programme reached around **75,000** students through its digital resources and more than **8,000** students through in-classroom workshops.



Employees spent more than **2,800 hours** volunteering in local communities.



We completed **100%** of our planned nuclear fuel cycle supplier audits for the year.



We reduced our carbon emissions by **5%** compared to 2018.



93% of our employees completed diversity and inclusion training.



17% of senior roles are held by women. This is a slight decrease from our 2018 performance (18%). See what we're doing to support diversity on page 27.



41 **Including U** volunteers, representing all of our major sites, became diversity and inclusion champions in 2019.

















30 volunteers in the UK were trained as Mental Health First Aiders.



KEY PERFORMANCE INDICATORS

Key

-  Target met/on track
-  Just missed/minor performance adjustment required
-  Not met/major performance adjustment required

Focus area	Target	2019 performance against target	Page	
Health and safety, safeguards and security	Annual reduction in Total Reportable Injury Rate (TRIR; LTI/MTIs per 200,000 hours worked)	+70% (TRIR 2019: 0.39, TRIR 2018: 0.23)	9	
Environmental impact	Annual reduction in electricity use	-1%	19	
	Annual reduction in water use	-4%	22	
	Annual reduction in radioactive material for disposal generated from operating plants	-58%	18	
	Annual reduction in conventional waste sent to landfill/incineration*	-13%	18 and 43	
	Asset integrity	5S good housekeeping score: >85%	87% (average across all sites)	23
Supplier of choice	Zero missed deliveries	0	15	
	Zero customer complaints	2	15	
Employee engagement	Percentage of employees 'motivated'**	62%	26	
	Percentage of female job holders in top A-C roles by 2025: ≥20%	17%	27	
Community engagement	Physical workshops: 8,000 children	8,138	33	
	Digital downloads: 100,000 children (stretch target)	74,798	33	

* This KPI covers hazardous and non-hazardous waste from our four enrichment sites and head office in Stoke Poges, UK.

** This KPI was revised in 2019 as we conducted an organisational health/culture survey (see page 26) instead of our annual employee engagement survey.

REPORT FROM THE BOARD SUSTAINABILITY COMMITTEE

The Board is driving forwards sustainability as a key area of focus for Urenco. Through 2019, we reviewed formally Urenco's progress against the sustainability KPIs at three meetings of the Board Sustainability Committee, with support from the Senior Leadership Team and Executive Committee.

Progress in 2019 was strong; improvements were seen on all environmental KPIs, which is a credit to the efforts of the Energy Savings Group and materials management teams.

Overall safety performance remains strong despite two Lost Time Incidents, neither nuclear related. The Health and Safety Working Group is tasked with conducting a common cause evaluation and introducing measures to reinforce further the company's safety culture.

The company met its target of zero missed deliveries. However, two customer complaints were received in 2019. One related to a faulty piece of equipment (non-safety related). The other related to an administrative error. In both cases, the Board was pleased to see that the company responded immediately, conducted a root cause investigation, and new processes were put in place to prevent any potential repeat.

An inclusive culture drives greater diversity within an organisation and supports more creative, solution oriented, innovative and open discussions. The diversity and inclusion (D&I) programme achieved success in the delivery of awareness training, with 93% of employees completing the course.

The company's initial focus has been on increasing gender balance across the organisation. Unfortunately, the percentage of women in the most senior roles fell from 18% to 17% during the year. Gender will continue to be a focus going forward.

However, Urenco recognises that the diversity of an organisation reaches far wider than gender alone. The company takes a broad definition of diversity, with needs assessed at the local level and initiatives driven by employees. In this respect, employees are encouraged to create inclusion driven groups that specifically serve their needs. Employees have created groups to support new recruits, parents and carers, and to further wellbeing. They have also founded a women's network.

In 2019, Urenco once again met performance targets with respect to asset integrity, including resilience during vigorous testing and in power loss situations.

With a stretch target set of 100,000 digital downloads of the Richie programme science content, we are pleased to report that the company achieved nearly 75,000 downloads and reached more than 8,000 children through in-person workshops.

In 2020, we intend to refresh Urenco's sustainability strategy, to confirm it aligns with the new business strategy, stakeholder expectations and the ongoing evolution of sustainability management. This will include an enhanced review of material issues and a considered assessment of how we can better contribute to the targets underlying the United Nations Sustainability Development Goals.

Miriam Maes,
Chair of the Board Sustainability Committee



CHIEF EXECUTIVE OFFICER'S STATEMENT

I am writing this in spring 2020, 50 years since the signing of our founding treaty – the Treaty of Almelo. Sustainability is integral to everything we do. For half a century, our core business of enriching uranium has enabled carbon free electricity generation for the world.

Today, when the risks of climate change are becoming ever more apparent, we are proud to be an enabler of the energy transition, which is needed to prevent the most catastrophic impacts. Through responsible uranium stewardship we help to uphold the nuclear industry's licence to operate. In June 2019, we completed construction of our Tails Management Facility (TMF), to responsibly manage the by-product of our enrichment operations. Another area of sustainable innovation is our stable isotopes business, which is expanding to meet market demand. These products have medical, industrial and research applications, with clear social and environmental benefits.

2020 was to be a year of celebration for Urenco, marking our 50th anniversary with employees and external stakeholders. However, much has changed following the outbreak of COVID-19. The thing that has impressed me the most is the strong commitment and dedication of Urenco's employees, and how well they are managing this difficult situation. This collective effort means we are in a strong position to continue our operations and deliver our products and services to our customers without interruption. We continue to ensure the safe and timely transport of uranium materials in cooperation with our specialist suppliers.



However, some plans have had to change to support social distancing. In the spirit of transparency, we present this report with short 'COVID-19 updates' to reflect where we have already adapted our plans for 2020 without compromising on our sustainability ambitions.

We continue to make good progress against our sustainability objectives, thanks to the dedication and commitment of our employees and Sustainability Champions. We maintain strong performance in relevant Environmental Social and Governance (ESG) ratings.

Our total carbon emissions in 2019 were 221 kilo tonnes, a 5% reduction in emissions across the organisation.

Safety remains a core value and key priority for Urenco. There is a tremendous commitment to creating a world class safety culture. We continue to raise awareness of safety through safety days, training and safety 'stand downs'.

We serve more than 50 customers in 19 countries. In 2019, we continued to make all our customer deliveries on time, and we are very proud of this achievement.

Our educational outreach Richie programme is designed to nurture an interest in science, technology, engineering and maths (STEM). In 2019, we inspired more than 80,000 school children across the four geographies in which we operate.

I strongly believe a healthy and collaborative company culture, with strong leadership and employee empowerment, is key for a successful business. This is because culture is intrinsically linked with performance and it is important that all of us enjoy coming to work. Our Strategy 2020 concluded in 2019. We have now implemented a new strategic planning process in which what we do, our strategy, and how we do it, our culture, will be equally important.

From our Board through to every area of our business, our aim is to demonstrate the behaviours and values that we share across the business. Only then can we ensure that we will continue to attract new business, be respected by our regulators, welcomed by our communities and successful in our ability to attract and retain employees with the skills and expertise we need.

Boris Schucht,
Chief Executive Officer



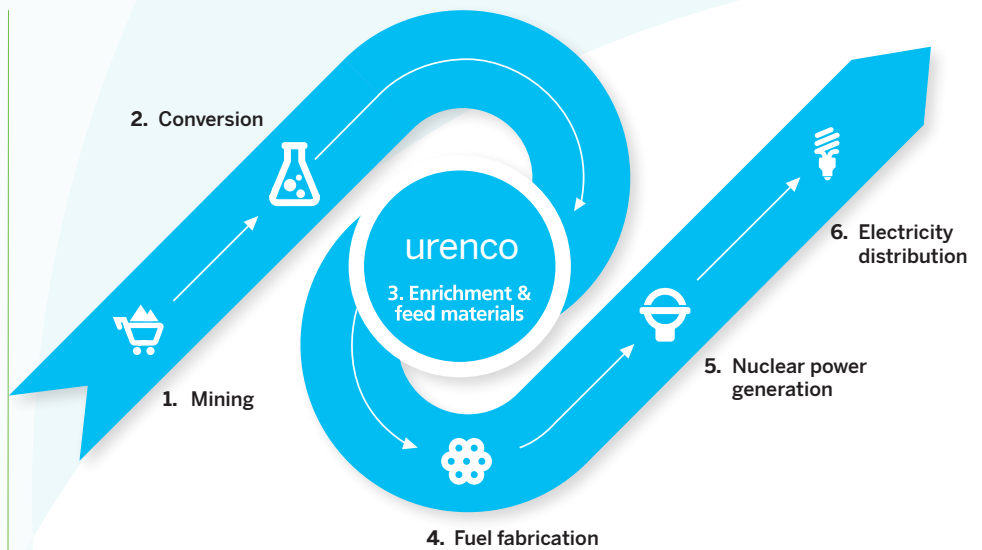
ABOUT URENCO



We provide enrichment services and fuel cycle products for the civil nuclear industry.”

Who we are

Urenco was founded in 1971 following the signing of the Treaty of Almelo by the Dutch, German and UK governments in 1970. The company is incorporated as a limited company in the UK and is one-third owned by the UK Government, one-third by the Dutch Government, and one-third is split equally between the German utilities RWE and E.ON. The company has no minority shareholders. The Treaty of Almelo establishes robust safeguards to protect our technology from misuse and proliferation. As Urenco has grown, this international framework has been extended through treaties with the USA and France. A Joint Committee, comprised of representatives from all three governments, oversees adherence to these principles, but does not engage in the company's day-to-day operations.



Above, The Treaty of Almelo, March 1970

What we do

We provide enrichment services and fuel cycle products for the civil nuclear industry.

In the uranium fuel cycle there are miners of uranium ore, processors who treat this to extract uranium oxide, converters who change uranium oxide into uranium hexafluoride, enrichers (such as Urenco) who increase the proportion of the U_{235} isotope, fuel fabricators who turn enriched uranium into fuel rods, and utility companies who use fuel rods in nuclear reactors to generate electricity.

Urenco's role is to spin the uranium

hexafluoride in centrifuges to separate out the heavier and lighter isotopes. The uranium hexafluoride with the higher proportion of the U_{235} isotope ('enriched uranium') is sent to make fuel rods. The uranium hexafluoride with the lower proportion of the U_{235} isotope ('depleted uranium'), known as 'tails', is stored on site. Our new Tails Management Facility (see page 11) will deconvert this back to uranium oxide, for long term storage for future enrichment or final disposal.

Our purpose

To be viewed as a respected, resilient and trusted supplier, believing that nuclear power is an essential part of the energy mix toward a more sustainable future. Through the use of our technology and expertise, we have a duty to help ensure everyone has the energy to succeed.

Our vision

To be a trusted leader in meeting the world's demand for sustainable energy.

Our mission

Through the expertise of our people, our technology and our portfolio of products and services, we play an essential role in delivering the energy to succeed.

How we do it

Our purpose, vision, mission and values drive our strategic objectives and help define the culture of our organisation.

These were refreshed in 2019 to better reflect the evolving market environment and how the company is responding to this.

To achieve our mission, it is of paramount importance that all employees adopt and uphold the company's high ethical standards at all times. These standards ensure we carry out our business professionally, fairly and with complete integrity. Urenco has an organisation wide Code of Conduct, which sets out a series of non-negotiable behaviours for our employees. The Code includes our zero tolerance approach to bribery and corruption, and our commitment to upholding human rights in all areas of our business.

Our Code of Conduct is available at: urencoco.com/investors/corporate-governance/code-of-conduct

Our values



Safety

We are proud of keeping our people, the community and the environment safe and secure from harm and maintaining the reputation of our industry, products and services.



Integrity

We are honest, fair and respectful in how we conduct our business.



Leadership

We entrust our people to develop and support our leading role in the industry by being accountable, inclusive, collaborative and effective communicators.



Innovation

We have the energy, expertise and flexibility needed to help our customers and our business succeed over the long term.



Sustainability

We support the delivery of a successful long term future by continuing to invest in our people, communities, technology and services and return value for our shareholders.

In 2019, our Audit & Risk team and the Health and Safety Working Group conducted audits at each of our four enrichment sites, plus the new Tails Management Facility and Urenco Nuclear Stewardship. The focus was on the operational effectiveness of internal controls for compliance with anti-bribery and corruption legislation and health, safety and environment requirements.

No material errors or instances of ineffective control design or operation were identified. Each site received a control assessment and actions list. The status of actions agreed will be monitored throughout 2020.

KEY SUSTAINABILITY FOCUS AREAS

Our sustainability strategy focuses on issues that have particular relevance for maintaining our social licence to operate. These include:

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Themes such as innovation, governance and business continuity run through all these focus areas. Find out more about how we determined our focus on these issues on page 40.



HEALTH AND SAFETY, SAFEGUARDS AND SECURITY

Our dedication to upholding safety in everything we do, preserving the security of the civil nuclear industry, and operating in an open and accountable manner, ensures Urenco remains a trustworthy and valuable contributor to society.

“Urenco’s safety culture is progressing along the DuPont Bradley Curve, a benchmark of world class safety performance. We are working to achieve ‘interdependent’ status at all our locations. Our aim is for employees to feel enhanced ownership of and responsibility for the safety culture. This also aligns to the principles of the World Association of Nuclear Operators (WANO). In 2020, the Health and Safety Working Group will be focused on embedding the WANO principles across Urenco.”

Jenise Dahlin,
Group Health and Safety Sustainability
Champion

Employee health and safety

Safety is our main priority and a core value for Urenco. In 2019, the focus of our Zero Harm programme was on sharing good safety practice. However, two Lost Time Incidents (LTIs) occurred in the final quarter of the year. Along with seven Medical Treatment Injuries (MTIs), this resulted in a Total Recordable Incident Rate (TRIR) of 0.39. None of these related to our equipment or the nature of our product, but it is disappointing compared to 2018, when we had zero LTIs. In addition to the root cause analysis we conduct as standard for each LTI and MTI, we are also conducting a common cause evaluation of all the LTIs and MTIs from 2019 to help us improve our safety approach.

In conjunction with our Audit & Risk team, safety audits were conducted across all our sites in 2019 (see page 7). We run a calendar of safety events each year at all sites, including annual safety days. We also hold regular safety committee meetings, town halls and 5S audits (see page 23) and conduct focused safety observations and inspections. Employees receive safety training appropriate to their role. Our safety reporting is well aligned across our sites, and there is a formal reporting structure for logging business critical incidents, which is shared across all sites. Safety ‘stand downs’ are held as soon as possible after an incident to enhance awareness and prevent recurrence. The Health and Safety Working Group ensures an investigation of the incident, and sets a corrective action plan.

CASE STUDY

7.3 million hours of safe working

Our new Tails Management Facility (TMF) was a huge construction project, with more than 2,200 workers on site at its peak. The TMF team achieved 7.3 million hours without a Lost Time Incident, making it one of the safest construction sites in the UK.

This achievement required constant vigilance, with a high management presence on the ground and an understanding of safety at all levels of the company.

Training for all employees and contractors has focused on safe systems of work, environmental management and operational procedures. There were several successful regulatory inspections on our preparedness to commence active commissioning of the TMF.





We run initiatives through the year to support the mental and physical health of our employees. Our Employee Assistance Programme is available to anyone who needs support with their mental health.”

CASE STUDY

First aid at Urenco Inc.

Safety is relevant to all of us, not just those working in the plant. In December, our sales and marketing office in the USA, Urenco Inc., held their first safety day. All employees participated in a four hour first aid course taught by the American Red Cross, which demonstrated how to recognise and respond appropriately to cardiac, breathing and first aid emergencies.



CASE STUDY

Health Fair at Urenco Deutschland

In September 2019, we held our biennial Health Fair at our German site. Our guest speaker, a surgeon from the Centre for Sports Medicine, explained the impact of our lifestyles on our health, particularly relating to nutrition and exercise. He advised strength training to slow the pace of ageing. Colleagues could then visit stands addressing different health issues. For example, visitors to the 'stress type determination' stand had the opportunity to explore how they respond to stress, receive tailored recommendations for stress management, and take a cardio stress test. A doctor was also on hand to check employees' vaccination cards and recommend if they need any further shots. The fair is always hugely popular, and encourages healthier lifestyles.



In 2019, a group of 30 volunteers at our UK sites were trained as Mental Health First Aiders (MHFAs). Working in the strictest confidence, the MHFAs are able to offer support to colleagues suffering from any work or non-work related mental health issues, such as offering guidance on how to access professional support.

Next steps

- Finalise the common cause evaluation of all the LTIs and MTIs from 2019 and define any further corrective actions.
- Further embed the World Association of Nuclear Operators principles across the business.
- Align focused observation programmes, which will identify high risk activities and flag these for observation by senior managers in the field.
- Issue four group safety standards.
- Develop additional leading indicators to avoid incidents and continue the focus on preventing injuries.

Nuclear materials management

Urenco is dedicated to responsible nuclear stewardship. We have two UK subsidiaries focused on this area:

- **Urenco Nuclear Stewardship** – materials management, recycling and decommissioning.
- **Urenco ChemPlants** – deconversion, processing and storage services through our new Tails Management Facility.

Closing the nuclear fuel cycle

Mining has a considerable environmental impact. We optimise the operation of our plants to reduce the amount of natural uranium required for our core products. We treat depleted uranium by-products to upgrade the U_{235} content to the levels found in natural uranium, which can then be fed back in to our core enrichment process. After doing this, and as far as is commercially viable today, the remaining 'tails' can be deconverted and stored for future reuse.

Our new Tails Management Facility (TMF) in the UK will convert the by-product of our main enrichment process, depleted uranium hexafluoride (UF_6), into stable uranium oxide (U_3O_8) and hydrofluoric acid (HF). Since much of the U_{235} has been removed by our processes, the uranium oxide is less radioactive than the original mined uranium. The uranium oxide will then be put into long term safe storage pending reuse or final disposal, and the hydrofluoric acid will be sold for use in various industries, such as semiconductor manufacturing and glass etching.

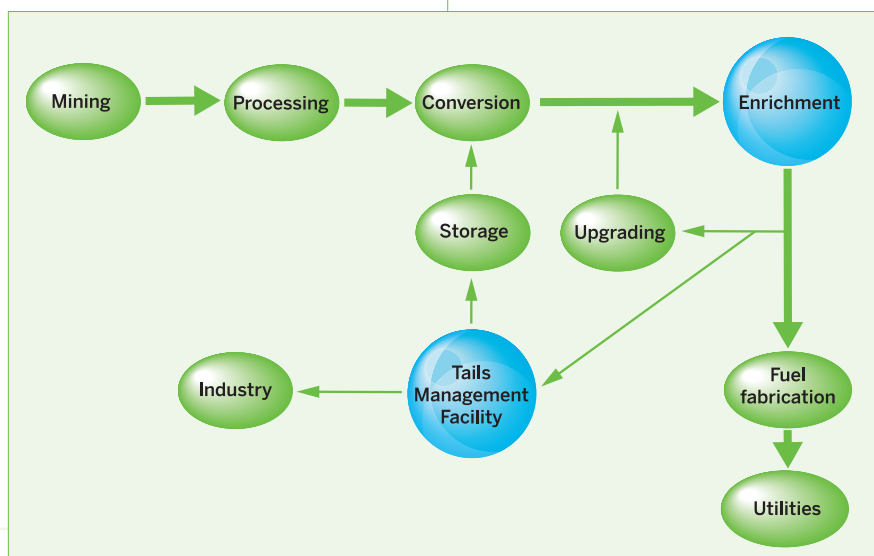
Active commissioning of the TMF started in earnest in 2019 and will continue in 2020.

CASE STUDY

Safe decommissioning

It is an obligation under our operating licences that we decommission enrichment facilities safely once they reach the end of their operational life. Urenco Nuclear Stewardship

has pioneered waste management strategies, which can be readily applied to the wider nuclear industry and to other industries. We have made particular progress in dealing with metal contamination and we presented our learnings to an international audience at the Integrated Waste Management Conference and Exhibition in Cumbria in October 2019.



CASE STUDY

Celebration of the completed construction of our new Tails Management Facility



In June 2019, Urenco hosted the TMF celebratory event, attended by our customers, industry partners, local community representatives and government officials. Together we marked the significant milestone and key achievement of the safe construction of the TMF. It also gave us an opportunity to demonstrate our operations, discuss new activities and highlight additional services such as spent fuel management and production of stable isotopes.

The keynote address was given by Andrew Stephenson MP, and tours of the TMF were hosted by employees.

“The core business of Urenco is uranium enrichment, an activity that is a fully fledged component of civil nuclear power generation. Responsible management of the enrichment process is crucial in order to meet our sustainability commitments.

The Tails Management Facility is a perfect illustration of such a joint approach. It will give Urenco the opportunity to fulfil its responsible management and stewardship of the tails material by deconverting it into stable uranium oxide, allowing for its long term storage. The TMF will ultimately benefit both Urenco and EDF.”

Anne Jancovici, EDF

Regulatory and political landscape

The nuclear industry is greatly influenced by the regulatory and political landscape.

The role of nuclear in the future energy mix remains a subject of political debate. Nuclear policy can alter with a change of government or a shift in wider public opinion on issues such as nuclear security and climate change. The industry is also highly regulated at both the national and international levels. Urenco operates within a strict system of international legal agreements that ensure the peaceful use of nuclear energy worldwide, including the Treaty of Almelo, the Treaty of Washington and the Treaty of Cardiff. Under these agreements we adhere to the stringent inspection criteria set by the IAEA and EURATOM.

At Urenco, the Government Affairs team's principal task is to maintain trusted and open lines of communication with governments. The communication works two ways, we advocate the interests of Urenco, help our colleagues understand the political and policy developments and how new requirements might impact our operations. With policymakers, we supply facts and figures to present an accurate representation of a situation and support informed decision making.

“
Urenco benefits from geographic diversification, both in terms of our shareholders and the locations of our enrichment plants.”



We monitor the geopolitical landscape to understand potential impacts on our business.

Some examples from 2019 include:

- We prepared for Brexit and the UK’s withdrawal from the EURATOM treaty. Our Brexit Working Group focused on understanding and mitigating potential risks. For example, our UK site stocked up on materials, spare parts and other equipment to ensure continuous operations. We also put agreements in place to support the reliability of our supply in case of transport disruptions post Brexit. For more information, please see our Annual Report 2019, page 31.
- We welcomed the decision of the Dutch Government to approve the further development of the new Pallas isotope reactor. Reactors such as Pallas use products made by Urenco Stable Isotopes and convert them into material used for nuclear medicine.
- We provided input to the US Department of Commerce investigation into the potential impacts of imported uranium on US national security. We welcomed the decision by the President of the United States, which supports our significant and continued US business interest.
- We highlighted Urenco’s clear role in supporting US energy security. UUSA is the only operating American uranium enrichment company and our European counterparts have proven to be trustworthy partners to our US customers. We can bring solutions to the challenges facing the US nuclear market, including reliable supply chain partners, new fuels and next generation technologies. With Brexit looming, the priority the US placed on finalising the Agreement for Cooperation in Peaceful Uses of Nuclear Energy with the UK in late 2018 demonstrates that the US Government recognises the importance of nuclear to the US energy future.

Security

In addition to ensuring the non-proliferation of our enrichment technology and nuclear material, we are committed to protecting our physical assets, people, IT systems and infrastructure. Security is overseen by our Chief Operating Officer. The effectiveness of security policies and arrangements is continually reviewed by the Security team.

Classification and physical security

The Global Process Owner for Security & Classification works in close cooperation with our site Security teams. In 2019, we enhanced standardisation around classification, site entry, characterisation of suspicious or prohibited items, and chemicals. This included rollout of an aligned Security Standard. We also conduct regular inspections, safeguarding our inventory. We expect everyone at Urenco to take an active role in maintaining the security of our sites. All employees must have a certain level of security clearance, dependent on their role, and all new recruits receive a security induction when they join the company, presented by a member of our site Security team.

We maintain vigilance through security awareness statements displayed on our intranet homepage and information screens at our sites.

Urenco helps to strengthen global nuclear safeguards by providing our support to governments, inspectorates and institutions. For example, in October we hosted a training seminar on behalf of the IAEA at our UK facility, which focused on the conduct of safeguards inspections at enrichment facilities. It was attended by delegates from EURATOM, Office for Nuclear Regulation and Orano and provided an opportunity for safeguards inspectors to improve their understanding of how enrichment plants operate.

Next steps

- The security team will review compliance with the Urenco Security Standard at each site and, where needed, update the Standard to incorporate the latest learnings.

CASE STUDY

Security: a shared responsibility

Security is our shared responsibility and we ask all employees to report any suspicious activities, behaviours, situations or objects to their local Security team. In December 2019, we put this to the test. A fake ‘suspicious package’ was placed on each Urenco site to check how quickly staff alerted the Security team. The package was identified and reported promptly at every Urenco site.

More security tests will follow in the years to come, examining different aspects of security across the entire Urenco Security System.

Information security

Cyber crime poses an increasing threat to the energy sector, risking the loss or corruption of valuable information or disruption to operations. In 2019, we finalised a comprehensive review of the cyber risks facing our company, and developed an action plan to further enhance protection including our detection and incident response capabilities. The Board endorsed the information security strategy refresh and receives regular updates from the Chief Information Security Officer. In addition, there are Information Security Managers at every site.

The nuclear industry recognises the importance of sharing experiences and best practices to tackle this dynamic and complex issue. In July, we sponsored the inaugural meeting of the Cyber Nuclear Forum in Paris, attended by nuclear companies from around the world. Our Chief Information Security Officer spoke at the Nuclear Institute's Nuclear Security Conference, the World Institute for Nuclear Security's roundtable on 'The Business Case for Security Investment', and other industry events.

Urenco also engages with the wider cyber security sphere, such as the International Information Integrity Institute (i-4) and the national cyber security centres in the countries where we operate, which signal early warnings of potential threats.



“Most companies are now aware of the increasing cyber threats to their business networks and systems. Urenco is working hard to manage this risk. In addition to our business networks, Urenco must also protect its extensive operational technology. We are the guardians of an important technology and must ensure it remains protected from cyber attacks. Our approach is to ensure Urenco is prepared, protected and responsive to these risks; we identify and prioritise the assets, which require the most protection and introduce enhanced monitoring and defensive capabilities.”



Ali Dyer,

Chief Information Security Officer, and one of SC Media UK's 50 Women of Influence for 2019

Next steps

- In 2020, we will continue to deliver the improvements identified in the information security strategy. This will include the rollout of revised export control training for all employees and updates to key information security policies and procedures, supported by new cyber security training materials. We will also develop cyber security performance metrics.



SUPPLIER OF CHOICE

The quality, flexibility, range and reliability of our enrichment services makes us a supplier of choice for our customers.



In 2019, we once again fulfilled **100%** of our customer deliveries and provided a record volume of separative work units (SWU).

Supply chain management

Our responsible management of nuclear materials ensures we remain a trusted supplier of choice.

In the nuclear fuel supply chain (see page 6), we have three types of suppliers:

1. Converters, also known as feed suppliers, from which we receive uranium hexafluoride (feed);
2. Specialist transport companies, which carry the feed to Urenco, and our enriched uranium product to the next part of the supply chain, the fuel fabricators;
3. Manufacturers of specialist equipment, which hold the nuclear materials, for example cylinders, valves, sample canisters. We also contract cylinder wash and recertification services.

There are relatively few companies in the nuclear fuel supply chain and we have long working partnerships with our direct suppliers. Before proceeding with a new contract, we conduct a detailed due diligence process, with a comprehensive review of risks, including any safety or other environmental, social and governance concerns. We send all our suppliers our Code of Conduct and expect them to abide by the law and universal ethical standards.

We have a programme of supplier surveillance audits, which check that our direct suppliers continue to comply with our expectations and those of our customers. If not, we will issue a Request for Action. Our Commercial and site teams can also raise any concerns they have regarding our suppliers through our global reporting system, ReAct. We will then engage with the supplier, request remedial action and confirmation that this has occurred. After six months we will review again to ensure that the corrective actions have been effective. We also follow up during the next audit. We track the effectiveness of remedial actions across our supply bases and find that suppliers rarely repeat a mistake.



“The Commercial team audits every fuel supply chain contractor in turn, on a regular basis. The audits assess quality and technical factors first and foremost to ensure reliability for our customers. We also review the environmental management system, which is typically certified or aligned to the ISO 14001 standard, their Code of Conduct, and their compliance with regulatory and technical standards. Contractors are quick to resolve any concerns; we track their subsequent performance and 96% have avoided a repeat of an issue over the last three years. The total number of Requests for Action we have issued fell significantly in 2019.”

Andrew Fuller,

Group Supplier of Choice Sustainability Champion

Audits of nuclear fuel cycle suppliers	
	2019
Number of new suppliers assessed	2 (100%)
Total number of existing suppliers	28
Target number of existing suppliers to be audited during 2019	9
% of planned audits completed	100%
% of suppliers issued with a Request for Action* who have agreed to take remedial action	100%
% of suppliers issued with a Request for Action* who avoid a repeat of the issue (measured over three years)	96%

*Raised through audits or via ReAct

Management of our supply chain extends to our customers and other business partners. We have clear rules of engagement that apply to all of our business dealings and we expect our partners to be transparent with us. We conduct due diligence processes for all new customers, and our Head of Audit & Risk reports to our Board Audit Committee in instances where we have declined to work with a company or in cases where extra controls are required. We have systems to monitor news feeds in real time, judicial decisions and other reporting to highlight any new information that could impact our risk assessment of a business partner.

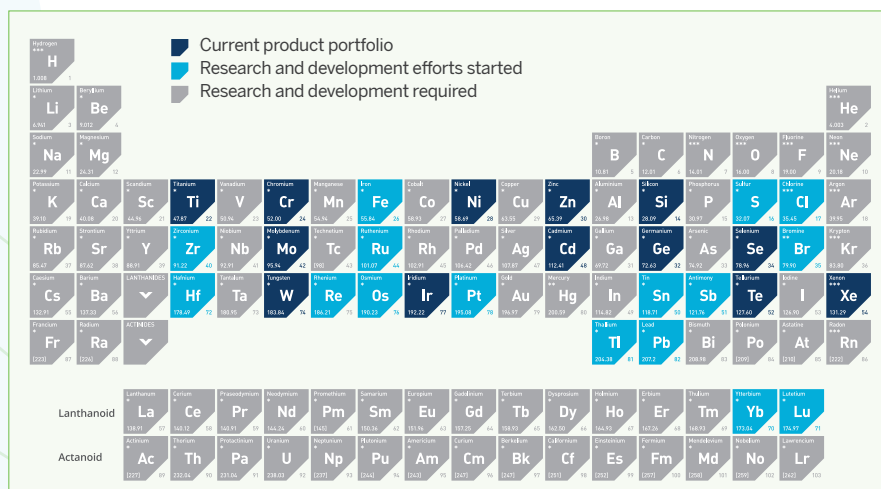
Just as we audit our suppliers, our customers audit us. Our customers place particular emphasis on safety, quality and environmental protection. They may ask us to comply with their own codes of conduct for suppliers and likewise expect us to ensure the same standards of our suppliers, and send questionnaires requesting detailed sustainability data and management information. Some customers conduct periodic audits of our plants against standards such as ISO 9001:2015 (quality management),

ISO 14001:2015 (environmental management) and ISO 45001:2018 (occupational health and safety management). For example, in 2019 a major customer asked us to complete data sheets on safety, land use change and environmental risks, which will be followed by an audit at each of our European sites in 2020. We pride ourselves on our transparency and responsiveness to the needs of our customers. In addition to formal customer audits, we welcome our customers and other stakeholders to take a tour of our facilities (see page 32).

Innovation for society

“Our medical isotopes have huge social value, being used for diagnostics and therapy. Radiopharmaceuticals are essential for treating many types of cancer and cardiovascular disease. We have been working over the last few years to expand our stable isotopes business, based in the Netherlands, to increase this important work. With such vital, precise and time sensitive applications, offering our customers a responsive and trustworthy partnership is essential. We also conduct many tours so customers, medical staff, students and others can understand the work we do.”

Arjan Bos,
Head of Urenco Stable Isotopes



As well as uranium, our centrifuge technology can be applied to other elements, such as cadmium, germanium, iridium, molybdenum, selenium, tellurium, titanium, tungsten, xenon and zinc. These have medical, industrial and research applications, strongly aligned to socioeconomic development imperatives, such as the United Nations Sustainable Development Goals 3 (Good Health and Well-being) and 9 (Industry, Innovation and Infrastructure).

We are proud of our history of innovation; we continue to be at the forefront of vital innovation in partnership with our customers. Some examples:

Medical

- We have invested in research into the production of molybdenum₉₉, which decays into technetium_{99m}, a medical tracer with a highly important role in diagnostics.
- We partner with medical research organisations to develop new treatments for cancer and other serious diseases.

Research

- We are working with an international consortium of university and research institutes to supply enriched germanium₇₆ for neutrino research. Neutrinos are subatomic particles that may help answer some of the fundamental questions of physics, but they are incredibly difficult to detect. An isotope detector is placed many hundreds of metres underground to study the behaviour of neutrinos, but any background radiation from space hitting the material will create impurities; even a few atoms per kilogramme is too impure. This presents us with a unique technical challenge; we are producing the material for the detector under huge time constraints, transporting the product swiftly from our facility to the research site, to minimise the occurrence of impurities.

Industry

- We work closely with our customers in the semiconductor industry to supply germanium tetrafluoride enriched in germanium₇₂ to their exact specifications to support the production of high end computers. We also supply silicon₂₈, which is used in the development of ultra fast quantum computers.

This is a growing market and we are expanding our facility to meet the demand from customers around the world, with enhanced operations expected to become live in early 2021.

CASE STUDY

Medical isotopes

In November 2019, several colleagues attended 'Nuclear Medicine: From Technology to Patient' at the University of Twente in the Netherlands.

One thing that stood out was the leading role the Netherlands plays in the development of medical isotopes. Several of Urenco Stable Isotopes's products are irradiated in the high flux reactor in Petten, operated by NRG, which is responsible for the production of 35% of all medical isotopes worldwide.

Herman van der Lugt, the Director of Pallas, the new medical isotopes reactor that will replace the high flux reactor, spoke of the rapidly growing market for nuclear medicine, and the need to strengthen the worldwide supply chain and ensure the availability of these isotopes for future generations. He also described the new isotopes that could be produced in the reactor, such as iodine₁₂₅ (for the treatment of prostate cancer), strontium₈₉ (bone cancer) and iodine₁₃₁ (thyroid cancer).





ENVIRONMENTAL IMPACT

We are committed to minimising our impact on the environment with initiatives covering energy efficiency, emissions, water usage and waste.

“Reducing our stores of legacy waste and minimising further waste generation are both focus areas for Urenco. Our Central Technology Group has been developing technologies to address some of our more complex waste issues across the organisation. The phase out of activated carbon as an adsorbent material in chemical filters has led to an increase in the amount of spent activated carbon containing uranium compounds stored at our enrichment sites. We have designed a new facility to deactivate the carbon so that it can be processed for safe final disposal and will pilot this design at our Dutch site. In 2019, we also implemented initiatives to reduce conventional waste across all our sites. For example, we have replaced single use food containers with biodegradable containers in our company restaurants.”

Anouk ter Brugge,
Group Waste Sustainability Champion

“Nuclear power and hydropower form the backbone of low carbon electricity generation. Together, they provide three quarters of global low carbon generation. Over the past 50 years, the use of nuclear power has reduced CO₂ emissions by over 60 gigatonnes – nearly two years’ worth of global energy related emissions.”
(International Energy Agency, 2019)

Enabling the low carbon economy

To have a reasonable chance of limiting global warming to around 1.5°C, the world needs to achieve net zero carbon emissions by 2050. Speed is of the essence; climate change must be tackled now, using current technology, with a rapid switch from fossil fuels to low carbon alternatives.

Nuclear is the second largest source of low carbon energy available today, providing a reliable source of power. We believe that the low carbon energy mix needs reliable nuclear power alongside renewable sources. By furthering the decarbonisation of the electricity supply, our product supports progress towards a low carbon economy.

All our European markets have environmental management systems independently certified to the ISO 14001 (2015) standard; our German facility is also independently verified to the European Union Eco-Management and Audit Scheme. Our UUSA facility in Eunice, New Mexico, has an environmental management system audited by the Nuclear Quality Assurance Programme.

COVID-19 update:

In 2019, Environmental, Social and Governance (ESG) and related climate concerns were a feature of most of our meetings with investors and lenders. We anticipated more focus on this in 2020, as fund managers are in turn increasingly accountable to their own investors for their responsible ESG policies. In the event, COVID-19 has been the priority so far, but we are maintaining our ESG focus.



In 2019, we enriched enough uranium to generate an estimated **856,000 GWh** of electricity from nuclear power, avoiding approximately **380 million** tonnes of carbon emissions.

For further details, see GRI 305-3, page 43.

Energy efficiency and reducing our carbon footprint

“The Energy Savings Group is a forum of technical energy experts each representing one of Urenco’s operating sites. The group meets three times a year to discuss data trends, share best practice and report on new ideas. This takes advantage of the experience available at each of our operating sites to drive progress.

In 2019, the Energy Savings Group reported the implementation of changes that helped to avoid more than 2,500 tonnes of CO₂ emissions. Many of these changes were implemented on one site, having been successfully trialled at another, which demonstrates the positive impact of the group.”

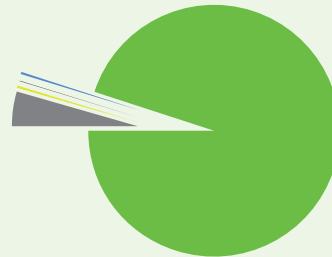
Tony Smith,

Group Sustainability Champion for Energy and Water, and Chairman of the Energy Saving Group

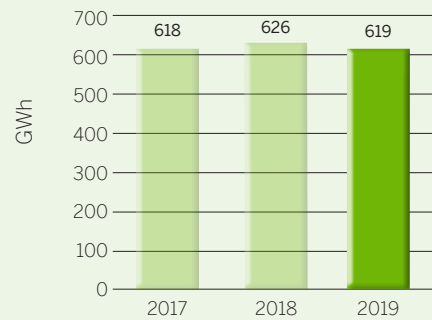
Consumption of purchased electricity accounts for more than 95% of our total carbon emissions. Our electricity consumption fell in 2019, mostly due to normal capacity decline and a decreased cooling demand resulting from milder conditions at our European sites. In 2020, we will be working to achieve a 1% reduction in energy consumption across our enrichment plants.

2019 energy consumption by source (MWh)

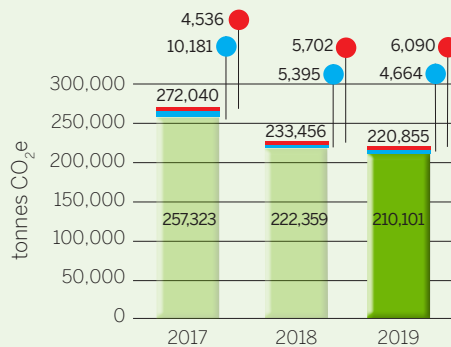
Natural gas	27,596	Fuel Oil	1,737
Diesel	1,827	Electricity	587,624
Petrol	323	Propane	64



Energy consumption




Greenhouse gas emissions



- Scope 1 direct emissions: from fuel usage
- Scope 1 direct emissions: from chemicals used for operational purposes
- Scope 2 indirect emissions: related to electricity usage (location based factors applied*)

*Applying electricity supplier emissions factors (market based factors) gives a Scope 2 figure of 195,402 tonnes CO₂e



In 2019, we continued to upgrade to LED lighting across three sites, saving an estimated **1,640 MWh** per year.

CASE STUDY

Collaboration to re-use heat



Urenco UK has created an energy partnership with the University of Chester to explore the potential for capturing and reusing the waste heat from the processes at our UK site.

This study will look at energy saving options for the cooling towers, energy flows in the enrichment plant to identify sources of heat loss, and increase collaboration on skills and innovation. Professor John Counsell visited the site in November to begin the thermal modelling.

This is just one of the projects that Urenco is engaged with that examines recovering heat. We are already using heat from the cooling towers in our recycling building at our Dutch site, and our Dutch colleagues will be working with a utilities supplier in 2020 to look at further options for heat recovery.

“At the University of Chester we are delighted to be researching design tools and low carbon industrial system solutions in partnership with Urenco. The project is developing state of the art computer modelling for the simulation of dynamic heat and power energy flows in the nuclear industry through a University of Chester Masters’ project. The research creates a fully integrated computer simulation of the energy flows at the UK site. This will enable the design of a smart, locally integrated and controlled energy system(s) to reduce the site’s carbon emissions through the efficient utilisation of a Combined Heat and Power (CHP) generation plant (including the future use of a U-Battery), on site renewable power generation, and the recovery of waste heat from national grid connected substations, transformers and the nuclear enrichment processes.”

Professor Joe Howe, and Professor John Counsell,
University of Chester

“
We are phasing out diesel vehicles at our UK site; 16 of our 22 vans are now fully electric. We also provide electric vehicle charging stations at our Dutch and German sites.”

CASE STUDY

Harnessing solar at Urenco Nederland

Urenco's Dutch site has two of the most sustainable buildings in the Netherlands. In March, the logistics department office became the first office in the country to attain 'Outstanding/5 star' status under the Building Research Establishment Environmental Assessment Method (BREEAM). The existing head office building was also rated against the BREEAM benchmark and received an 'Excellent/4-star' certification.



One initiative recognised by the BREEAM assessors was the installation of 50 solar panels on the roof of the logistics building, and 88 on the head office building. We are going to install a further 8,500 solar panels, which will generate a substantial amount of renewable electricity. This demonstrates our belief that nuclear and renewable energy are partners in creating the low carbon world we need.

Understanding climate risks

All companies must manage the risks associated with climate change. Within our strategic risk process we consider climate change risks, such as increased average temperatures, and apply the same risk assessment and management process to these as we would for any other risk to the business. We anticipate increasing focus will be put on this area in the coming years. Climate change adaptation will need to be managed carefully and proactively as part of Urenco's ongoing operations.

Next steps

- The Energy Savings Group will continue to share best practice across our sites as the teams rollout the planned efficiency projects.
- Our Annual Report 2020 will include reporting in accordance with the requirements of the new Streamlined Energy and Carbon Reporting (SECR) UK legislation.

Examples of our energy efficiency projects

Site	Measures in 2019	Estimated annual electricity saving (MWh)	Next steps
Gronau, Germany	Running water pumps only as fast as needed	240	Investigate other options for optimum sizing of water pumps
Almelo, Netherlands	Upgrades to the TC12 centrifuges in one unit	1,100	Rollout to the remaining units in 2020
Capenhurst, UK	Measures to avoid unnecessary pumping: installation of variable speed drives and other initiatives to optimise pump speeds and the number of pumps we need	880	Further measures to ensure tails pumps do not run faster than necessary
	Pilot of upgrades to the TC12 centrifuges	180	Rollout upgrade to the TC12 centrifuges over the next two years

Water management

We value water as a shared resource and take care that our use of water does not reduce its availability for other users. We mainly use water for cooling, and the volume used is largely dependent on the weather. In 2019, we reduced water usage across the organisation by 4% compared to 2018, mainly because of the cooler summer in Europe.

Our three European enrichment sites are in regions classed as 'low' for both overall water risk and water stress (World Resources Institute (WRI) Aqueduct Water Risk Atlas, 2019).

The area around our US facility in Eunice, New Mexico, USA, is classed as 'extremely high' for overall water risk under the WRI Aqueduct 2019 approach, although in terms of water stress it is considered an arid but low water use region. All water used at our New Mexico site is purchased from the municipal Eunice supply; we do not abstract water from the local rivers or ground sources in this region.


Water risk is managed from a business continuity perspective. We have options such as drawing on our large water reserves or using chemical sanitation should the municipal water supply fail. We have also taken water conservation measures in our general running of the plant, particularly the evaporative cooling towers. These include opting for more chemical cleaning of water in the cooling system rather than expelling water, and running the cooling towers on 'dry mode' during the cooler spring and winter, and at night. We are working to implement measures that will increase the temperature of the cascade cooling water, which will reduce demand for spray water. We intend to implement this project in 2021.

Our new Tails Management Facility in the UK incorporates rainwater harvesting and has an effluent treatment plant to enable process water to be reused. We expect water use to be higher while we are commissioning the facility and checking the plumbing is watertight, but we are reusing the test water wherever possible and this usage will tail off as we move into the operational phase. We have also experimented with 'dry-running' some of our evaporative cooling towers in the Netherlands, although this requires more electricity and in some cases can put more strain on the technology.

GRI 303-1: Water usage (m ³ /year)			
	2017	2018	2019
Mains water	316,333	291,104	306,670
Surface water	292,614	297,279	257,146
Total	608,947	588,383	563,816

GRI 306-1: Water discharge* by destination (m ³ /year)			
	2017	2018	2019
To sewers	95,610	85,519	81,611
To water courses	34,938	55,192	48,636
Total m³	130,548	140,711	130,247

*Excludes rainwater, sewage and water lost through evaporation from cooling towers and treatment ponds.



In 2019, Urenco UK finished cleaning **45 kilometres** of drains across the site, which date from the 1940s.



ASSET INTEGRITY

We safeguard our extraordinary centrifuge technology and supporting systems to ensure safety, reliability and a long continuous operating lifetime.

“Asset integrity is fundamental to many areas of our sustainability approach. For our customers, asset integrity is mainly about ensuring the security of supply that supports global energy networks. For our shareholders, it is about showing we are safeguarding their stake. For our regulators, employees and local communities, asset integrity underpins our nuclear safety approach.”

Norbert Quaing,
Group Asset Integrity Sustainability Champion

A culture of asset management

Under the supervision of our Chief Operating Officer, we monitor continuously our centrifuges and associated plant systems to ensure they remain safe, reliable and efficient. Maintaining asset integrity is a vital consideration in the design and maintenance of all our enrichment facilities and we continue to drive improvements through new systems and standards.

5S good housekeeping

Continuously embedding the 5S (sort, set in order, shine, standardise and sustain) approach is fundamental to Ureco's culture. During 2019, cross functional and international teams conducted several 5S audits at each enrichment site. During these audits, team members carried out evaluations in their respective areas of expertise, using a standardised scoring methodology.

We report the performance of each site, using a KPI based on the Ureco 5S Standard, to ensure group wide tracking and visibility of each site's performance. Our findings from 2019 demonstrate that continuous and consistent communication of the high importance of 'good housekeeping' is essential to reinforce a 5S culture and improve behavioural aspects of performance.



Resilience to power loss

A key Asset Protection Design Principal is to 'Fail Safe', such as powering down safely if the energy supply is disrupted. Safety and asset protection must be maintained if the systems protecting the asset also suddenly lose power. In 2019, we continued to conduct regular Standardised Power Loss Tests to simulate such a scenario, ensuring safety and the protection of the asset is not compromised if a major power loss occurs. This has improved our resilience to power fluctuations, which can cause asset damage, as demonstrated by a reduction in the number of outages due to power fluctuations across the organisation in 2019.

Alarm management

Alarm management ensures that operators in the central control rooms at our sites receive notifications in order of priority. We periodically conduct a comprehensive alarm system review at all of our enrichment sites. The analyses and subsequent improvement actions ensure control room operators address issues according to urgency. The review in 2019 found significant improvement in the alarm performance.

Investment in asset protection

We continually refurbish and upgrade our assets to ensure safety and support longevity. In 2019, we continued a major refurbishment of the stable isotopes infrastructure, including the installation of new centrifuges, and began construction of a new cascade. This will enable us to expand our production portfolio to meet customer demand. Additionally, in 2019, Urenco signed major long term contracts that will enable us to reinvest in our core enrichment facilities through the 2020s and 2030s.

Next steps

- As our new Tails Management Facility progresses through active commissioning and into operation, we will bring this asset into our management portfolio.
- In 2020, the Power Loss Test Programme will be further expanded.
- We will continue our regular asset integrity activities, targeting continuous improvement in the number of production outages and our 5S performance, and always maintaining safety.

CASE STUDY

Solving challenges together

In September 2019, UUSA remedied an issue caused by minute disturbances to the power supply. Although not a safety concern, these mini perturbations were sufficient to switch off the pumps and cause production outages. The Engineering



team analysed large amounts of data going back several years to understand these rare occurrences, and then fine tuned the sensitivity of the Plant Control System so it could pick up minuscule perturbations and prompt the backup system to activate. Thanks to the collaboration and communication between several departments, this production challenge has been resolved.

COVID-19 update:

The need for social distancing during the COVID-19 pandemic means site teams have been reorganised to reduce the physical proximity of employees, such as during handovers between shifts. In addition, all our enrichment sites are closely monitoring their outstanding maintenance work to ensure high priority areas are constantly addressed. However, overall asset integrity activities have not changed.



EMPLOYEE ENGAGEMENT

Through our employee engagement activities, Urenco aims to maintain high levels of employee commitment and satisfaction.



“Everyone in an organisation should have a voice. Our aim is to achieve a truly inclusive culture, where we celebrate our differences and embrace a variety of perspectives. Demographic diversity supports inclusive behaviours, which benefit decision making and improved performance in any successful organisation.”

Jayne Hallett,

Director of Corporate Communications,
PR & Sustainability

CASE STUDY

Celebrating U

Celebrating U is Urenco’s way of celebrating our employees. It recognises and rewards exceptional performance and contributions each year. In 2019, we held our first Celebrating U event in Vienna, which included an awards dinner at Schönbrunn Palace and tours of the United Nations Headquarters and International Atomic Energy Agency.



On a day-to-day basis employees can also show appreciation for each other through a ‘Thank U’ tool on the Urenco intranet. In 2019, there were almost 450 messages of thanks exchanged between colleagues and on average more than 2,000 visits to the intranet page every month.



All employees can contact the CEO via the CEO Chat email address or through the intranet should they have any questions or suggestions.”



“Culture isn’t just about business performance, we want people to enjoy coming to work. In 2019, Urenco took the first steps in developing a stronger organisational culture to ensure we remain fit for the future in a changing market. We identified focus areas through a global survey, and our senior leaders have committed to leading the culture change. We now need to address the fundamentals that will help our employees to feel motivated and empowered. Such change takes time, and it’s not always easy, but we are confident that we will successfully navigate any challenges and emerge a stronger, healthier and happier organisation with the right skills and behaviours to support our future success”

Marielle Smit,

Organisational Culture Programme Manager

Reviewing our organisational culture

In October 2019, a company wide survey was conducted to aid understanding of our organisational health and culture.

With a strong response rate of 83% of employees, the survey was supplemented by interviews with a representative sample of managers from across the business.

The findings included positive results for employee motivation and for the company’s ‘external orientation’ (i.e. customer focus, competitive insights, business partnerships, and government and community relations). However, there is progress to be made in other areas. To address these areas and take initiatives for improvement forward, a Culture Lead Team was appointed towards the end of 2019. It is sponsored by the Chief Human Resources Officer and the Director of Corporate Communications, PR & Sustainability and has a direct reporting line to the Executive Committee, with regular reviews on progress.

In December 2019, 39 senior leaders from across the business gathered for a two day workshop on strategy and culture. After exploring how culture drives business performance and success, the group discussed how they can each improve their own leadership within their role, and encourage positive behaviour change across the company.

Next steps

We will launch the following workstreams in 2020 to support positive culture change:

- Workstream 1: Behavioural Change – through collaboration and feedback, we will ensure our employees feel empowered and accountable for driving positive change.
- Workstream 2: Tools & Systems – through investments in our tools and policies, we will give our employees the development opportunities and skills to succeed.
- Workstream 3: Leadership – through training and development, we will develop inclusive, collaborative and effective leadership.

- Workstream 4: Communication – through ongoing communication across the business, we will create a safe environment for open and transparent dialogue for all.

A fifth foundation workstream will create an organisation wide dialogue platform. This will support ongoing conversation and feedback amongst all employees for at least the next three years, and thereby nurture continuous momentum for the four main workstreams.

COVID-19 update:

Employees were requested to work from home, where possible, just as the culture change workstreams were due to be launched in March 2020. Therefore, the immediate focus for the Culture Lead Team became to support our employees to work from home in unprecedented conditions. The culture programme will continue in the second half of 2020 but in a phased manner, focusing first on putting systems in place to support the workstreams. In these difficult times, we have seen many examples of employees pulling together and working effectively as a team across our organisation. We expect to come out of this pandemic with a strengthened culture and a greater appreciation for each other.

Including U

Building an inclusive culture

Diversity and inclusion

Diversity and inclusion (D&I) is a high priority for Urenco. We want to create a workforce that better reflects society as a whole. Our D&I programme, Including U, which was established in early 2018, addresses the areas of executive sponsorship, succession planning, awareness and training, as well as recruitment. While diversity is important in all aspects, our goals and KPIs are centred on the issue of gender. As is typical for many companies in the fields of energy, engineering and technology, Urenco's workforce is predominantly male. To address this, we need to make our business more attractive to female applicants, and support women in science, technology, engineering and maths more generally.

The key aims of the Including U initiative are:

- Ensure managers at all levels demonstrate effective leadership with due regard to inclusion, equality and diversity.
- Create an inclusive working environment where employees respect and value the differences in our people.
- Constantly challenge the status quo and develop new ways to improve the proportion of under represented groups, thereby creating a diverse, representative workforce at all levels.
- Deliver relevant processes in a way that promotes equality and respects diversity and inclusion.
- Attract new people from the widest possible talent pool, while retaining our existing talented employees.



“In 2019, I became the Executive Sponsor of Urenco's diversity and inclusion (D&I) programme – Including U. Although Urenco's employees are representative of the pool of candidates in the nuclear industry and populations around our key sites, we want to improve diversity further and we take this issue very seriously. The Board expects strong progress and D&I performance is a criterion in setting the payment awarded under the Long Term Incentive Plan (LTIP) to our most senior leaders. Going forwards, we know our Including U programme needs sustained impetus to harness fully the enthusiasm of our Including U Champions, and that is what we will be working on in 2020.”

Ralf ter Haar,
Chief Financial Officer



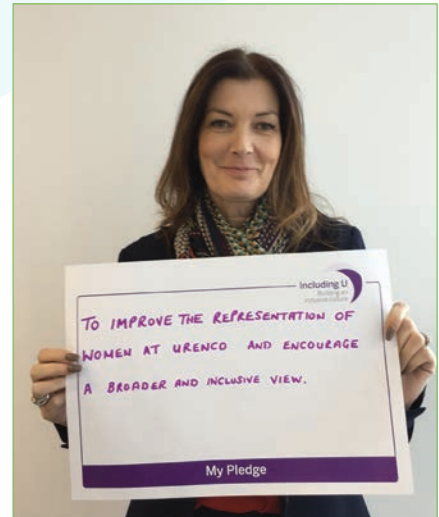


“For each new hire or senior appointment, we aim to find the best person from the widest possible pool of candidates. However, the best person for the job is not necessarily the one who appears most qualified on paper. We must remain mindful of the potential for unconscious bias. We will continue to challenge our decision making to ensure that we are promoting diversity while remaining focused on the quality of candidates. We will also carefully consider what it means for someone to be a ‘good fit’ for a team, as this might mean challenging, rather than reinforcing, the status quo.”

Clare Richards,
Global Employee Engagement Sustainability Champion

Awareness and training

In 2019, we focused on the awareness and training aspect of the D&I programme. We offered D&I training as a one day leadership course for managers and a half day awareness session for all other employees (completed either through a workshop or online). 93% of employees attended, exceeding our target of 80%. We aim to incorporate this programme into a regular cycle of training going forwards. Comparing the results of awareness assessments completed by attendees immediately before and after the course revealed greater understanding of unconscious bias, how to recognise and challenge inappropriate behaviour, and why D&I is important for business success. Additionally, we developed an eLearning module on key themes from the classroom training to incorporate into our on-boarding process in the UK, ensuring new starters have access to this foundation training at the earliest opportunity. In 2020, we will look to roll out the eLearning module at our other sites.



My Including U pledge.

“Ich will versuchen, mehr verschiedenartige Leute in meinen inneren Kreis aufzunehmen”
 (“I want to try to accommodate more diverse people in my inner circle”)
Employee in Germany

“Niet altijd direct reageren zodat anderen ook de kans krijgen dat te doen”
 (“Do not always respond immediately so that others get the opportunity to do so”)
Employee in the Netherlands

“I will ask my team to share their reflections on what I do and say, and how it affects people. I will act on the feedback”
Employee in the UK

“I plan to focus on identifying unconscious bias based on my initial reactions and take actions to remove this input from my decision making process”
Employee in the USA

The first Including U Champion training session took place in October. At the session the Champions began to design and implement site level initiatives to address local diversity challenges. These activities are under the guidance of the organisation wide Including U Steering Committee, led by the Director of Corporate Communications, PR & Sustainability, which meets quarterly.

“For our Including U initiatives we are focusing on cognitive diversity: differences in thinking styles, approaches to problem solving and behaviours. This can be a real source of business value as well as being the foundation for a fun and vibrant workplace. One of our initiatives is ‘Deep Democracy’, which aims to achieve inclusive decision making in our everyday activities. At the end of 2019, we piloted a training session with 11 colleagues on how to conduct inclusive meetings where everyone has a voice. The aim is to make everyone aware of the tools we can use to listen and involve others, so that we can all become facilitators of a more inclusive approach. We intend to roll this training out further in 2020.”

Including U Champion in the Netherlands



Employees from across the organisation volunteered to be Including U Champions to encourage inclusive behaviours at a local level.”

“Celebrating the diversity of personalities is also about ensuring we are inclusive of others and supportive of their wellbeing. In 2020, we are planning events around four quarterly themes: mental health, working carers, LGBTQ+ and disability/hidden disability.”

Including U Champion in the UK

“At our German site, we want to focus our first Including U initiatives on intercultural collaboration. This will include developing a workshop on the Dutch and German cultures, aimed at colleagues who work internationally. We are also planning a monthly column, ‘Coffee Break with...’, to welcome new colleagues and learn more about them. We also hope to hold breakfast events to nurture dialogue across departments.”

Including U Champion in Germany

“One of the pillars of the UUSA Including U strategy is ‘Good Faith Outreach Recruiting’: attracting a diverse candidate pool through job posting and employer branding with under represented groups, in accordance with our Affirmative Action Plan. We are working with groups such as the Hobbs Hispano Chamber of Commerce to ensure our placements are advertised widely. We also sponsor the local chapter of Women in Nuclear with the purpose of promoting female nuclear professionals. Another aspect of our Including U strategy is encouraging open feedback. Employees will be invited to meet with our Managing Director to discuss any ideas or concerns they have.”

Including U Champion in the USA

Our diversity and inclusion policy statement is available at:
urencocareers.com/careers/diversity-and-inclusion-policy-statement

In compliance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, we publish gender pay gap data for our UK businesses at:
urencocareers.com/careers/gender-pay-gap-report



Above. Including U Champion training session, October 2019

CASE STUDY

Develop U

We recognise it is motivating to know where you are going in your career, and to feel you can take control, with the support of your line manager.

In 2019, we have been working on tools to assist this. The first is a set of career pathways – roadmaps of the type of skills and experience that are essential for specific senior roles. This tool can help give structure to a conversation between employee and line manager about where they are, and what skills they need to develop next, to meet their personal goals.

The second is our new online learning management system, Develop U, which will enable the individual to view their training status, including any compliance trainings that are due and any professional development trainings recommended based on their performance goals. The tool will link to the online learning content library, enabling the employee to access online content and book onto courses. We will begin rolling out this system in the UK in 2020, followed by the rest of the organisation.



Next steps

We will focus our efforts on maintaining the momentum of the awareness and training aspect of the Including U programme, such as further rollout of the training for the Champions, and hosting a series of events that ensures every employee has the chance to take part in at least one hour of D&I activity in 2020. We will also expand our work to include the other three aspects of the programme. Examples include:

- Recruitment – we have commissioned an expert review of our recruitment processes and practices with the aim of consistency, inclusion and good practices across the organisation.
- Succession planning – the Learning & Development team will continue to work with the Executive Committee and senior leaders to develop a global view of talent in the wider organisation. This will help us to understand the talent pipeline at all levels in the business and the robustness of that pipeline. This will inform our career planning activities and our approach to developing early careers.
- Executive sponsorship – each Executive Committee member will endorse D&I visibly to employees at least four times per year.

COVID-19 update:

Our Including U Champions have adapted their plans in response to the COVID-19 pandemic. Across the organisation we have adapted many of the planned initiatives to an online/virtual platform. For example, a key area of focus throughout the pandemic has been to guide employees on the behaviours needed to adapt to a changed working environment. In response to the different challenges our employees are facing, we have provided additional support for mental health and wellbeing through online means, in partnership with the Mental Health First Aiders. This team is supporting both remote workers and site workers during the pandemic.



COMMUNITY ENGAGEMENT

We always strive to be good neighbours in our communities, maintaining open lines of communication. Our volunteering programmes focus on local community needs and on inspiring an interest in science in young people.

“Engaging with our local communities is key to our reputation, our operations and the future success of Urenco. Through our community and education programmes, we want to support the communities we work in and are committed to enhancing the public’s understanding of our business and our industry. We also aim to inspire school children to engage with science, technology, engineering and maths and raise awareness of the career opportunities available in the nuclear industry.”

Jade Small,

Group Community Engagement Sustainability Champion



Community relations

Nurturing strong relationships with both our local communities and our wider stakeholder community is essential for maintaining our social licence to operate. Queries from the local community, media and others are logged in our stakeholder log. We fully investigate any concerns. For example, in 2019 we received complaints from local residents regarding noise at the building site for our Tails Management Facility.

We reviewed the complaints immediately and fitted noise abatement equipment to three exhaust stacks. As a member of the nuclear industry, our sites receive occasional visits from anti-nuclear protestors. We respect the right to peaceful protest and do not hinder demonstrations. For more on how we engage with our stakeholders, please see our Annual Report 2019, pages 22 and 23.

Site tours

We offer guided tours of all our enrichment facilities, as well as a virtual tour online. In 2019, we welcomed more than 2,500 visitors, including customers, schools and community groups, government and industry, to learn about the enrichment process and our operations.

COVID-19 update:

Due to the COVID-19 pandemic all site tours and community events since March 2020 have been suspended until it is safe to resume normal operations. We invite our stakeholders to take our virtual tour available at: urencocom/about/tours.

CASE STUDY

Welcome to Urenco Nederland

We welcome approximately 1,000 visitors to our Dutch site each year, many from the local community, to take our site tour and attend our Open Days. We have a dedicated Visitor Centre and have installed equipment around one of the plants to improve the visitor experience.

In 2019, 500 people came to our annual Open Day. The theme was safety in the workplace and at home. Our younger guests had the chance to operate toy forklifts, scale a climbing wall and take part in a treasure hunt designed to demonstrate the blind spot of large lorries.

Site tours are an opportunity to share best practice. In April, we welcomed representatives of the Society for Radiological Protection, which works on radiation protection in medicine, industry, the nuclear power cycle, education and research. The tour included a chance to meet some of our radiation protection experts to discuss training and professional development.

Welcome to UUSA

At UUSA, we welcomed 235 guests to our site in 2019. In May, students from Texas A&M University and Virginia Commonwealth University visited the facility. The 15 nuclear engineering students were able to learn more about the uranium enrichment facility and its position in the nuclear supply chain.

We also welcome representatives from the government and other organisations. In 2019, we hosted members of 10 different state legislative departments, as well as members of the National Conference of State Legislatures, the Nuclear Energy Institute and the U.S. Department of Energy. Members of the Southwestern Low-Level Radioactive Waste Commission and the Texas Low-Level Radioactive Waste Disposal Compact Commission also took the tour.

Our local community is also interested in taking the tour. In 2019, we welcomed the Lea County Bar Association and the Crosswinds Community Church.

Welcome to Urenco Deutschland

At our German site, some of our original Asset Managers from the 1970s escort our visitors around the plant.

We ask our visitors to provide feedback on our tours. Using the same grading scale as is used in German schools (1: excellent, 6: extremely poor), we score 1.6 overall, with 99% saying they would recommend the site tour to others.

“An exceptionally good site tour, everybody is friendly and everything is very clean.” – Visitor

“Both the presentation and the site tour changed my view of the handling of uranium a lot! Especially towards safety!” – Visitor

“The technology has pleasantly surprised me several times!” – Visitor

Welcome to Urenco UK

In 2019, we welcomed more than 600 visitors to our UK site. June saw the biggest event as we celebrated the completed construction of our Tails Management Facility, welcoming customers, executives and members of the Welsh Government to tour the facility and celebrate the opening.

We also welcomed visitors such as diplomats from Canada, customers and graduates from other organisations within the nuclear industry for knowledge sharing sessions.

In November, we hosted two supplier days, one on U-Battery and the other alongside the Nuclear Industry Association (NIA). We were delighted to host 100 guests from more than 80 organisations who form the NIA New Build Group.





Talent of the future

Through our Richie education programme, Urenco is committed to inspiring the next generation of scientists and engineers. We engage with school children and university students to encourage as many young people as possible to consider a career in science, technology, engineering and maths (STEM). A secondary benefit of the work is that it helps foster a wider understanding of the nuclear industry.

The programme, which has reached more than a quarter of a million students worldwide, includes practical science workshops in Europe and the USA, which teach primary school children about nuclear energy and the importance of protecting our planet in a fun and interactive way. We are particularly proud of our US workshops, which were delivered to nearly 1,700 students in 2019, with the help of 175 employee volunteers (80% of UUSA's workforce).

In addition, our digital resources, which were created in partnership with the British Science Association, reached around 75,000 young people in 2019.

COVID-19 update:

Sadly, the COVID-19 pandemic and shut down of many schools worldwide has put a halt to our 2020 programme of events. We continue to interact with students through our online resources and will resume our programme when restrictions are lifted.



“This opportunity for our students is so beneficial and educational. The best way to learn science is hands-on and investigative. UUSA does an outstanding job. I would give them an A+.”

Teacher

“I'm going to go home and show my family what I learned.”

Student

CASE STUDY

Richie at the Science Museum, London

In December 2019, Urenco hosted its sixth annual Richie Lecture at the Science Museum in London. The event was designed to engage and inspire young people in STEM by looking at the amazing achievements of six women, including the first and youngest woman in space, Valentina Tereshkova.

A video of the lecture is available on our website at: urengo.com/sustainability/material-areas/richie-education-programme



Charitable giving and volunteering

Across Urenco, we provide both financial and practical support focused on education, the environment, healthy living and culture. All employees are offered eight hours of paid leave per year to volunteer with a charity of their choice, either as a team or individually.



In 2019, our employees volunteered for more than 2,800 hours.”

CASE STUDY

Volunteering at UUSA

At UUSA, one non-profit organisation we support is United Way, which helps many different charities in the local community. In 2019, we raised more than \$270,000 through the generosity of our employees.

We also hold our annual 9/11 day of service, an opportunity to help members of our community in remembrance of those who were impacted by the events of 11 September 2001. In 2019, 300 of our colleagues and family members volunteered to help refurbish the homes of senior citizens and improve public spaces in the local area over a three day period.



Lisa Hardison, Communications & PR Manager at UUSA, accepts an award from United Way Board President, Staci Barcuch, in appreciation for the 13 years that Urenco has been the top contributor to United Way of Lea County.

Volunteering at Head Office

In 2019, the Head Office teams engaged in a range of activities to help the local community.

- The Commercial team volunteered at the local food bank for the third year in a row, packing and delivering Christmas food parcels to those in need.
- The Communications team redecorated the library and IT room at Stoke Poges Primary School.
- The Finance team cleared the boatyard at the Jubilee River Riverside Centre.
- The Legal team restored and decorated the Thames Valley Adventure Playground (TVAP) ready for Halloween.



Volunteering at Urenco UK

In 2019, the team helped charities in the local community with renovation projects. For example, 15 Health and Safety, Security and Environment employees volunteered for the Save the Family, which provides residential accommodation and support for families that are homeless (or at risk of becoming homeless) who have multiple and complex needs and helps them to integrate back into the community. The team spent the day at the charity clearing the overgrown play area, getting it back to a useable state.



ABOUT THIS REPORT



This report is prepared in accordance with the GRI Standards: Core Option. Data relating to our employees relates to our entire global workforce of 1,500 people, unless stated otherwise. We gather environmental data relating to our four enrichment facilities (Almelo in the Netherlands; Capenhurst in the UK; Eunice, New Mexico in the USA and Gronau in Germany), Urenco ChemPlants and Urenco Nuclear Stewardship, also located in Capenhurst; and our Head Office in Stoke Poges, UK. We also have a small number of offices with fewer than 10 people each,

which are not considered material to our environmental performance. All data relates to the calendar year 2019. Given the unprecedented societal impact of the COVID-19 pandemic, we have provided short updates on our intended activities in 2020 where we have already altered our plans for the year; such information is clearly delineated from the discussion of 2019 performance.

For more on stakeholder engagement, please see our Annual Report 2019, pages 22 and 23.

INDEPENDENT ASSURANCE OF URENCO'S 2019 SUSTAINABILITY DATA

ISAE 3000 Statement
March 2020

The nature of the assurance

This is a report by Corporate Citizenship for the management of Urenco.

Corporate Citizenship has undertaken a limited assurance of two data sets:

- First, selected sustainability performance data set out in Table 1;
- Second, energy consumption data as set out in Table 2.

Table 1			
Scope	Source	Unit	Quantity
Scope 1 GHG emissions	Combustion of fuel and operation of facilities	Metric tons CO ₂ e	6,090
Scope 1 GHG emissions	Consumption of chemicals	Metric tons CO ₂ e	4,664
Scope 2 GHG emissions	Indirect emissions	Metric tons CO ₂ e	210,101
Water withdrawn	Total m ³	Cubic metres	536,815
Water discharged	Total m ³	Cubic metres	130,247
Waste	Hazardous waste generated	Tonnes	75.27
Waste	hazardous waste to landfill	Tonnes	2.91
Waste	Non-hazardous waste generated	Tonnes	4,040.28
Waste	Non-hazardous waste to landfill	Tonnes	174.53
Occupational health and safety	Lost work days due to occupational accident or disease	Days	31

Table 2		
Source	Unit	Quantity
Natural gas	kWh	27,595,519
Fuel oil	kWh	1,737,464
Diesel	kWh	1,826,670
Petrol	kWh	322,910
Other	kWh	63,583
Percentage total consumption in the UK	%	13%

The data relates to Urenco owned and leased facilities under its operational control across all geographies.

The assurance covers the period from 1 January 2019 to 31 December 2019.

All the data was assured against the Global Reporting Initiative's Principles for Defining Report Quality. In addition, the data for Scope 1 and Scope 2 GHG emissions have been assured against the provisions of the WRI/WBCSD Greenhouse Gas Protocol.

Urenco is entirely and solely responsible for the production and publication of the data assured, and Corporate Citizenship for its assurance.

This engagement was performed in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Assurance Engagements other than Audits or Reviews of Historical Financial Information) and the relevant subject-matter specific ISAE for GHG data (ISAE 3410, Assurance Engagements on Greenhouse Gas Statements).

GHG quantification is subject to inherent uncertainty due to factors such as incomplete scientific knowledge about the global warming potential of different GHGs and uncertainty around the models and parameters used in estimating GHG emissions.

The carbon emissions data has been prepared using the WRI/WBCSD Greenhouse Gas Protocol, 2015 revised edition, and the appropriate GHG conversion factors for company reporting as published by UK Department for Business, Energy & Industrial Strategy (BEIS) and the International Energy Agency (IEA), along with regionally published emissions factors.

Corporate Citizenship has complied with the requirements for independence, professional ethics and quality control as stipulated by ISAE 3000.

Assurance work performed

The assurance work was undertaken from December 2019 to March 2020. Detailed records were kept of meetings and correspondence relating to the assurance. A team of three, led by a Senior Environmental Consultant, undertook the assurance and commentary process. A Director acted as adviser to the project.

Corporate Citizenship's work has involved, but not been limited to, the following elements:

1. Management interviews with site and regional primary data owners to understand the robustness and consistency of:
 - a. Data collection processes;
 - b. Training and guidance;
 - c. Understanding of key KPIs and reporting timeframes;
 - d. Clarity of roles & responsibilities.
2. A review of underlying data sources and substantiating evidence to support this year's reporting, to assess robustness of monitoring and reporting systems;
3. A review of year on year sustainability performance trends to identify any significant changes in operational eco-efficiency and investigate the reasons behind these trends;
4. A review of GHG calculations for accuracy and consistency with best practice guidelines;
5. A review of energy, water, waste and health and safety metrics, covering data consolidation and aggregation, conversions, calculations and reporting systems
6. A review of group reporting to check for errors or omissions in data analysis, consistency with underlying data sets and reasonableness of reporting.

Our experience and independence

Corporate Citizenship is a specialist management consultancy, advising corporations that seek to improve their economic, social and environmental performance around the world and is a leading assessor of corporate responsibility and sustainability reports.

We have assured Urenco's sustainability data since 2016. During the year reporting period our work with Urenco focused exclusively on assurance.

Conclusion

Based on the scope of work and assurance procedures performed, nothing has come to our attention that causes us to believe that the data set out in Tables 1 and 2 is not prepared, in all material respects, in accordance with the GRI Principles for Defining Report Quality. Further, based on the scope of work and assurance procedures performed, nothing has come to our attention that causes us to believe that data for Scope 1 and Scope 2 GHG emissions is not prepared, in all material respects, in accordance with the WRI/WBCSD Greenhouse Gas Protocol, 2015 revised edition. We note that the GHG accounting also complies with the UK Government environmental reporting guidelines.

Corporate Citizenship Limited

London
26 March 2020

GLOBAL REPORTING INITIATIVE CONTENT

Disclosure	Commentary and references				Omission
GRI 102: General disclosures 2016					
102-1 Name of the organisation	Annual Report 2019, p. 42				
102-2 Activities, brands, products, and services	Annual Report 2019, p. 8-11, 38, 62, 151				
102-3 Location of headquarters	Annual Report 2019, p. 42				
102-4 Location of operations	Annual Report 2019, p. 9, 62, 151				
102-5 Ownership and legal form	Annual Report 2019, p. 9, 47				
102-6 Markets served	Annual Report 2019, p. 16-18				
102-7 Scale of the organisation	Annual Report 2019, p. 8, 32 Urenco does not employ large numbers of self-employed staff. There have been no significant variations in employee numbers in 2019.				
102-8 Information on employees and other workers	Urenco does not employ large numbers of self-employed staff. There have been no significant variations in employee numbers in 2019.				
102-8: Organisational profile			2017	2018	2019
	Total employees by employment contract	Permanent	1,477	1,453	1,487
		Temporary	36	36	46
		Total	1,513	1,489	1,533
	Total permanent employees by employment type	Full-time	1,391	1,364	1,382
		Part-time	86	89	105
		Total	1,477	1,453	1,487
	Total workforce by employees and supervisors by gender	Managers - Male	234	216	208
		Managers - Female	37	41	48
		Non-managers - Male	966	951	991
		Non-managers - Female	276	281	280
		Total	1,513	1,489	1,527
	Total workforce by region and gender	Europe male	1,026	1,002	1,033
		Europe female	261	272	279
		America male	174	165	166
America female		52	50	49	
Rest of world		0	0	0	
Total		1,513	1,489	1,527	

Disclosure	Commentary and references					Omission
GRI 102: General disclosures 2016						
102-9 Supply chain	Sustainability Report 2019, p. 6					
102-10 Significant changes to the organisation and its supply chain	No significant changes to report.					
102-11 Precautionary principle or approach	Urenco operates in an industry where the environmental and health risks are well understood, and there are clear rules for responsible management to prevent damage. The area of our operations where the precautionary principle is most relevant is in relation to climate change, where there is still debate over the exact nature of the impacts. Nuclear energy is carbon free at the point of generation, and we have a dedicated Energy Savings Group focused on reducing our carbon footprint.					
102-12 External initiatives	<p>Our Annual Report 2019 (p. 64, 78-80) outlines the economic charters with which we comply, including Internal Accounting Standards (IAS) and International Financial Reporting Standards (IFRS).</p> <p>Our carbon emissions data has been collated in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard – Revised Edition (2004) and the Scope 2 Guidance amendment (2015).</p> <p>Details of our environmental management system certifications are given on p.18 of the Sustainability Report 2019. Additionally, all of our facilities are certified to ISO 9001.</p>					
102-13 Membership of associations	Membership	Hold position on the governance body	Participate in projects or committees	Provide substantive funding beyond routine membership dues	View membership as strategic	
	European Nuclear Society	✓			✓	
	European Safeguards Research & Development Association	✓	✓		✓	
	FORATOM				✓	
	Nuclear Industry Association	✓			✓	
	NucNet	✓			✓	
	World Nuclear Association	✓			✓	
	World Nuclear Fuel Market	✓			✓	
	World Nuclear Transport Institute	✓	✓		✓	
	World Institute for Nuclear Security	✓			✓	
	German Atomic Forum	✓			✓	
	German Nuclear Society	✓	✓		✓	
	WKK German Nuclear Front End Institute	✓	✓	✓	✓	

Disclosure	Commentary and references	Omission
GRI 102: General disclosures 2016		
102-14 Statement from senior decision maker	Sustainability Report 2019, p. 4	
102-16 Values, principles, standards, and norms of behaviour	Sustainability Report 2019, p. 7	
102-18 Governance structure	Annual Report 2019, p. 44-64	
102-40 List of stakeholder groups	Annual Report 2019, p. 23	
102-41 Collective bargaining agreements		2017
	2018	2019
	Percentage of employees covered by collective bargaining	48%
	46%	46%
102-42 Identifying and selecting stakeholders	Annual Report, pg. 22 Urenco's policy is to collate stakeholder dialogue at each of our facilities. Stakeholders are classified into a number of key groups (decision makers, influencers and opinion makers). We prioritise the opinions of the stakeholders who have the greater impact on our business (decision makers/influencers), however we are careful not to exclude the stakeholders whose opinions could influence our business. The majority of stakeholder dialogue therefore is collated to ensure any issues identified by our stakeholders that need closer monitoring are raised with our Executive Committee.	
102-43 Approach to stakeholder engagement	Annual Report, p. 22	
102-44 Key topics and concerns raised	Annual Report 2019, p. 23 Sustainability Report 2019, p. 12, 16, 18, 31	
102-45 Entities included in the consolidated financial statements	Annual Report 2019, p. 80, 151	
102-46 Defining report content and topic boundaries	<p>Summary of Urenco's stakeholder analysis and materiality assessment: Our materiality study follows the process of identification, prioritisation, validation and review and this is the process we used in defining report content.</p> <p>Stage 1: Identification Urenco's policy is to collate dialogue from all stakeholders at each of our facilities. Stakeholder groups are identified by the impact they have on our business. (i.e. decision makers, influencers and opinion makers). A list of stakeholders with whom we engage is available in our Annual Report 2019 (p. 22-23).</p> <p>Stage 2: Prioritisation This stage is based on the principles of materiality and stakeholder inclusiveness. Using the views/issues expressed by stakeholders during the reporting period (as recorded in our stakeholder engagement log) quantitative scores were given to each material issue raised. These scores were based on an internal review process, using GRI Standards prioritisation guidelines.</p> <p>In order to determine what to report on, we have defined thresholds to divide aspects between priority and monitoring.</p> <p>Stage 3: Validation In the prioritisation stage a list of material aspects was established and were reviewed by a Sustainability Programme team.</p> <p>To ensure each aspect is managed correctly, core areas of focus have been established internally which cover these material aspects and guide our sustainability agenda going forward.</p> <p>Stage 4: Review Conducted once the report has been published.</p>	

Disclosure	Commentary and references	Omission
GRI 102: General disclosures 2016		
102-47 List of material topics	Priority topics include: <ul style="list-style-type: none"> • Business, strategy and economic performance • Community and education • Governance, regulations, compliance and security • Innovation and technology (a theme which underlies many of our material issues) • Safety • Transport and logistics Monitor topics include: <ul style="list-style-type: none"> • Diversity and inclusion • Employee engagement • Environmental impact • External engagement on nuclear • Political landscape 	
102-48 Restatements of information	No restatements to report	
102-49 Changes in reporting	There were no significant changes to the list of material topics for Urenco in 2019. We have reviewed our GRI material aspect disclosures to better reflect our material topics. In 2020, we are conducting a major materiality review, and expect more significant refinements following that.	
102-50 Reporting period	Calendar year 2019	
102-51 Date of most recent report	2018	
102-52 Reporting cycle	Annual	
102-53 Contact point for questions regarding the report	Sustainability Report 2019, p. 50	
102-54 Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core Option.	
102-55 GRI content index	Enclosed	
102-56 External assurance	Sustainability Report 2019, p. 36-37	

Disclosure	Commentary and references	Omission
GRI 201: Economic Performance 2016		
103-1 Explanation of the material topic and its boundary	This topic relates to our material issue, Business, strategy and economic performance. Boundary: Internal: All Urenco entities. See Annual Report 2019, including p. 10-11, 151.	
103-2 The management approach and its components	Our strategy is designed to strengthen and broaden our business to ensure its long term sustainability. It is led by our Chief Executive Officer, the Executive team and overseen by the Urenco Board. Each year, we set out the organisation's financial goals in our annual business planning process. Our Board carries ultimate responsibility for the economic performance of the company. Annual Report 2019, p. 32-37	
103-3 Evaluation of the management approach	Annual Report 2019, p. 44-53	
201-1 Direct economic value generated and distributed	Annual Report 2019. Revenues: p. 96 (geographic breakdown: p. 98) Economic value distributed: operating costs (p. 98-99), employee wages and benefits (p. 101), finance costs (pg. 102), taxation (p. 102-104), dividends paid and proposed (p. 105), and community projects (p. 63). Economic value retained: p. 156	We do not disclose economic value distributed at a country level.
GRI 302: Energy 2016		
103-1 Explanation of the material topic and its boundary	This topics relates to our material issue, Environmental impact. Boundary: Internal: All Urenco entities Sustainability Report 2019, p. 19-21	
103-2 The management approach and its components	Sustainability Report 2019, p. 19-21	
103-3 Evaluation of the management approach	Sustainability Report 2019, p. 2-3, 19	
302-1 Energy consumption within the organisation	Sustainability Report 2019, pg. 19 Generation of electricity to be sold to the grid from the pilot installation of solar panels at our Almelo site (see Sustainability Report 2019, p. 21) was negligible in 2019. Data on energy use is sourced from meter readings where available, or bill data, for our four enrichment sites, Stoke Poges office, Urenco Nuclear Stewardship operations and Tails Management Facility. Conversion factors applied are sourced from Greenhouse Gas Reporting: Conversion Factors 2019 (Defra).	
GRI 303: Water and effluents 2016		
103-1 Explanation of the material topic and its boundary	This topic relates to our material issue, Environmental impact. Boundary: Internal: All Urenco entities Sustainability Report 2019, p. 22	
103-2 The management approach and its components	Sustainability Report 2019, p. 22	
103-3 Evaluation of the management approach	Sustainability Report 2019, p. 2-3	
303-1 Water withdrawal by source	Sustainability Report 2019, p. 22 Water consumption data is based on meter readings.	

Disclosure	Commentary and references	Omission
GRI 305: Emissions 2016		
103-1 Explanation of the material topic and its boundary	This topics relates to our material issue, Environmental impact. Boundary: Internal: All Urenco entities. External: Urenco's logistics supply chain (see 305-3). Sustainability Report 2019, p. 19-21	
103-2 The management approach and its components	Sustainability Report 2019, p. 19-21	
103-3 Evaluation of the management approach	Sustainability Report 2019, p. 2-3, 19	
305-1 Direct (Scope 1) GHG emissions	Sustainability Report 2019, p. 19 Data has been collated in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard – Revised Edition (2004). Conversion factors applied are sourced from Greenhouse Gas Reporting: Conversion Factors 2019 (Defra). Global Warming Potentials are sourced from the Intergovernmental Panel on Climate Change Fourth Assessment Report over a 100 year period. Our consolidation approach for emissions is operational control. Gases included in the calculation include CO ₂ , CH ₄ , N ₂ O and HFCs. We measure our carbon performance against the previous reporting year; for 2019, the base year is 2018.	We do not report data on biogenic emissions.
305-2 Energy indirect (Scope 2) GHG emissions	Sustainability Report 2019, pg. 19 Data has been collated in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard - Revised Edition (2004) and the Scope 2 Guidance amendment (2015). Carbon intensity factors for electricity (location based approach) have been sourced from the International Energy Agency (2019). Carbon intensity factors for electricity (market based approach) have been sourced from our electricity suppliers. All other conversion factors applied are sourced from Greenhouse Gas Reporting: Conversion Factors 2019 (Defra). Global Warming Potentials are sourced from the Intergovernmental Panel on Climate Change Fourth Assessment Report over a 100 year period. Our consolidation approach for emissions is operational control. Gases included in the calculation include CO ₂ , CH ₄ and N ₂ O. We measure our carbon performance against the previous reporting year; for 2019, the base year is 2018.	
305-3 Other indirect (Scope 3) GHG emissions	Total emissions generated through the transportation of UF ₆ material (feed, tails, product), where Urenco is responsible for arranging transportation, is estimated at 3,560 tonnes of CO ₂ e. Estimation is based on travel distances and modes of transport obtained from logistics data. Conversion factors applied are sourced from Greenhouse Gas Reporting: Conversion Factors 2019 (Defra). Global Warming Potentials are sourced from the Intergovernmental Panel on Climate Change Fourth Assessment Report over a 100 year period. Gases included in the calculation include CO ₂ , CH ₄ , N ₂ O. The figure of approximately 380 million tonnes of carbon emissions avoided due to the generation of electricity from nuclear power using our enriched uranium product is estimated based on Urenco's market share and figures for CO ₂ emissions avoided by global nuclear power sourced from IEA (2019), Nuclear Power in a Clean Energy System, available at www.iea.org/reports/nuclear-power-in-a-clean-energy-system . This figure is an approximation and intended to be indicative only.	We do not report data on biogenic emissions.
305-4 GHG emissions intensity	The GHG intensity per tonne of separative work unit (tSW) is 12.16 tCO ₂ e/tSW. This is a 5% reduction in emissions intensity against 2018. Separative work unit is the standard measure of the effort required to increase the concentration of the fissionable U ₂₃₅ isotope. Scope 1 and 2 emissions are included in the numerator (CO ₂ , CH ₄ , N ₂ O, HFCs).	

Disclosure	Commentary and references				Omission
GRI 306: Effluents and waste 2016					
103-1 Explanation of the material topic and its boundary	This topic relates to our material issue, Environmental impact. Boundary: Internal: All Urenco entities Sustainability Report 2019, p. 18, 22				
103-2 The management approach and its components	Sustainability Report 2019, p. 18, 22				
103-3 Evaluation of the management approach	Sustainability Report 2019, p. 2-3				
306-1 Water discharge by quality and destination	Sustainability Report 2019, p. 22 Before water is discharged it is treated, the quality is audited by the relevant environmental agencies. Our water is not reused by other organisations.				
306-2 Waste by type and disposal method		2017	2018	2019	
	Hazardous - Composting	0	0	0	
	Hazardous - Reuse	0	0	1	
	Hazardous - Recycled	37	26	49	
	Hazardous - Recovery	14	9	4	
	Hazardous - Incineration	2	44	18	
	Hazardous - Landfill	3	27	3	
	Total hazardous waste	55	105	75	
	Non-hazardous - Composting	71	56	42	
	Non-hazardous - Reuse	2	225	1,045	
	Non-hazardous - Recycled	9,126	776	642	
	Non-hazardous - Recovery	152	1,927	2,107	
	Non-hazardous - Incineration	192	41	30	
Non-hazardous - Landfill	311	352	175		
Total non-hazardous waste	9,855	3,377	4,040		
Nuclear material for disposal:	Volume of nuclear material for disposal - m ³	5,196.28	6,521.52	2,171	
Radiation dose: Legal limit: Europe 20mSv / UUSA 50mSv	Average dose for employees	0.45	0.39	0.26	
	Maximum dose for employees	2.74	3.37	3.45	
	Average dose for external companies workers	1.42	0.18	0.20	
	Maximum dose for external companies workers	3.31	1.63	3.32	
GRI 307: Environmental compliance					
103-1 Explanation of the material topic and its boundary	This topic relates to our material issues, Environmental impact and Governance, regulations, compliance and security. Boundary: Internal: All Urenco entities Sustainability Report 2019, p. 7, 12-14				
103-2 The management approach and its components	Sustainability Report 2019, p. 7, 12-14 Code of Conduct 2019				
103-3 Evaluation of the management approach	Sustainability Report 2019, p. 7, 12-14				
307-1 Non-compliance with environmental laws and regulations	Urenco was not subject to any significant fines or other sanctions for non-compliance with environmental laws and/or regulations in 2019.				

Disclosure	Commentary and references				Omission		
GRI 401: Employment							
103-1 Explanation of the material topic and its boundary	This topic relates to our material issue, employee engagement. Boundary: Internal: All Ureco entities Through our employee engagement activities, our aim is to maintain high levels of employee commitment and satisfaction. We encourage an active and healthy lifestyle and offer flexible working, wherever possible, to help to ensure our employees maintain a positive work-life balance.						
103-2 The management approach and its components	Sustainability Report 2019, p. 25-30						
103-3 Evaluation of the management approach	Sustainability Report 2019, p. 2-3, 26						
401-1 New employee hires and employee turnover				2017	2018	2019	We do not report number and rate of new employee hires. Employee turnover by gender is omitted as it is considered sensitive to the business.
	Employee turnover by Location	UUK	7.9	13.4	6.1		
		UNL	1.8	1.4	1.8		
		UD	3.8	6.0	3.8		
		UCP	2.1	7.3	4.1		
		UUSA	9.3	7.9	7.9		
		UNS	2.4	13.8	8.2		
	Employee turnover by age	UHO	26.9	12.7	17.1		
		Under 20	0.0	0.0	0.0		
		20-29	12.0	5.8	8.1		
		30-39	8.1	6.5	7.0		
		40-49	4.6	6.3	5.9		
50-59		6.8	8.7	4.5			
	60 and Over	14.5	29.1	9.7			

Disclosure	Commentary and references	Omission				
GRI 403: Occupational health and safety						
103-1 Explanation of the material topic and its boundary	This relates to our material issue of Safety. The safety of our employees and contractors is a priority and a core value for Urenco. Boundary: Internal: All Urenco entities. External: contractors.					
103-2 The management approach and its components	Sustainability Report, p. 9-10. Safety is overseen by our Chief Operating Officer as well as the UUSA Managing Director in her capacity as Safety Sponsor and our Group Health and Safety Manager. Health and safety meetings are held regularly throughout the year at each enrichment facility and our Health and Safety Working Group meets once a quarter to coordinate the delivery of key initiatives. On a day to day basis, accountability is held locally. Each facility has a Compliance Manager supported by a Health and Safety (H&S) team, which in turn works with our Group Health and Safety Manager to share learnings across all areas of the business and where appropriate, adopt common operating practices. As part of our commitment to continuous improvement, H&S issues and developments are reported at each meeting of the Sustainability Committee. The Urenco Board and Executive Committee evaluate our overall approach to safety performance across all areas of the business.					
103-3 Evaluation of the management approach	Sustainability Report 2019, p. 2-3					
403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities						
		2017	2018	2019	We do not report the breakdown of injury and injury rates by gender as it is considered sensitive to the business.	
	Employee and contractor MTIs/LTIs by location	UUK	1	1		0
		UNL	0	0		4
		UD	1	0		2
		UCP	0	2		0
		UUSA	1	2		1
		UNS	0	1		1
		UHO	0	0		1
		Total	3	6		9
		2019 LTI Rate		2019 Lost Day Rate		0.36
	Absentee rate*	UUK	2.2%	2.1%		3.1%
		UNL	3.0%	2.9%		3.1%
		UD	4.0%	4.7%		4.7%
UCP		0.8%	0.9%	0.0%		
UUSA		0.0%	0.0%	0.0%		
UNS		2.6%	3.6%	2.9%		
	UHO	2.2%	2.7%	3.6%		
	Total Group ex. UUSA*	2.9%	3.4%	3.5%		

* UUSA data is separated due to the fact annual leave is structured differently to the rest of Europe, as the first five days of absence is incorporated into annual 'paid time off'.

Disclosure	Commentary and references				Omission	
GRI 405: Diversity and equal opportunity						
405-1 Diversity of governance bodies and employees	Male	Under 20	0.7%	0.9%	1.3%	We do not report other indicators of diversity for our workforce, only age and gender. We only report gender, not age, for our Board and Executive Committee.
		20-29	8.3%	8.4%	8.5%	
		30-39	19.7%	18.8%	17.4%	
		40-49	21.9%	22.2%	21.9%	
		50-59	22.3%	21.8%	22.0%	
		60 and over	6.5%	6.2%	7.3%	
	Female	Under 20	0.1%	0.1%	0.1%	
		20-29	2.7%	3.1%	2.8%	
		30-39	6.5%	7.2%	6.7%	
		40-49	5.6%	5.4%	5.7%	
		50-59	5.0%	5.1%	5.4%	
		60 and over	0.8%	0.7%	0.8%	
		Total	100.0%	99.9%	100.0%	

Disclosure	Commentary and references	Omission
GRI 413: Local communities		
103-1 Explanation of the material topic and its boundary	This relates to our material issues of Community and education and External engagement on nuclear. Boundary: External: local communities around Urenco sites and schools. Sustainability Report 2019, p. 27	
103-2 The management approach and its components	Sustainability Report 2019, p. 27-30 Our community and education initiatives are overseen by our Director of Corporate Communications, PR and Sustainability.	
103-3 Evaluation of the management approach	The Managing Director of each site reviews local performance in engaging with communities and responding to any complaints. Our support of science education through the Richie programme is reviewed by the Sustainability Committee (Sustainability Report 2019, p. 2-3)	
413-1 Operations with local community engagement, impact assessments, and development programmes	All of our operating sites and Head Office implement local community engagement programmes. We describe our stakeholder engagement mechanisms in our Annual Report 2019 (p. 22-23). Environmental impact assessments are carried out in accordance with planning legislation or in response to a local resident complaint.	
GRI 415: Public policy		
103-1 Explanation of the material topic and its boundary	This topic relates to our material issue, Political landscape. Boundary: Internal: All Urenco entities. External: political landscape. Sustainability Report 2019, pg. 12-14 Annual Report 2019, pg. 30	
103-2 The management approach and its components	Sustainability Report 2019, pg. 12-14 Annual Report 2019, pg. 2, 22-23 Code of Conduct 2019, pg. 27	
103-3 Evaluation of the management approach	The Government Affairs team provide regular reports to the Executive Committee and Board.	
415: Political contributions	As stated in our Code of Conduct, Urenco does not make any donations to political parties (www.urencocom/investors/corporate-governance/code-of-conduct). Annual Report 2019, p. 63	
Additional disclosure: Transportation of nuclear materials		
103-1 Explanation of the material topic and its boundary	This relates to our material issue, Transport and logistics. Boundary: Internal: All Urenco entities. External: customers, feed suppliers, logistics contractors and local communities. The success of our business depends upon the safe and reliable transportation of nuclear materials. Our ability to deliver products to customers from our four enrichment facilities is vital to our 100% customer delivery record.	
103-2 The management approach and its components	Responsibility for the transportation of our uranic materials lies with Urenco's Commercial department, reporting to our Chief Commercial Officer, and supply chain partners. Sustainability Report 2019, p. 15-16	
103-3 Evaluation of the management approach	Sustainability Report 2019, p. 2-3	
Indicator: Missed deliveries	Sustainability Report 2019, p. 2	

Further information:

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