

# Leading a **SUSTAINABLE**



# TOMORROW

Get started >

# **About this report**

The Environmental, Social and Governance (ESG) report covers our sustainability efforts from the past year. In our third year of reporting, we are proud to share that we continue to see consistent and measurable progress.

For a broader view of our progress over time, visit our website. You'll find detailed information about our practices and performance across previous years. Explore at enfinium.co.uk/esg/

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We know that maintaining a healthy and vibrant business that takes care of employees, customers and communities helps to build value. We remain committed to creating opportunities and fostering sustainable, inclusive, economic growth.

I take pride not just in our ESG teams (some of whom we highlight in this report), but also in the broader 279 employees throughout the company who work tirelessly every day to deliver decarbonisation powered by waste."

Philip Curds Head of ESG and Sustainability





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LEADING A SUSTAINABLE TOMORRON

# Message from our Chair



### We have an important role to play in supporting broader environmental objectives to create a sustainable economy."

Sir Peter Gershon Chairman

Over the past year, economic headwinds caused by persistent inflation and the wars in Gaza and the Ukraine, have tested the commitment of businesses and governments to address climate change at pace. Decision-makers in both the public and private sector have been faced with managing the tension between navigating the fiscal outlook today with minimising the impacts of climate change on future generations.

Against this backdrop, the imperative to stay on track to deliver a Net Zero economy by 2050 remains. 2023 was the hottest year on record, with worsening extreme weather events across the world. For this reason, the next UK Government needs to accelerate at pace its strategy to deliver emission reductions across the economy. In parallel it also needs to develop a package of enabling policies to scale up solutions that remove emissions from the atmosphere - to deliver the 'net' in 'Net Zero.'

At enfinium, generating high quality carbon removals, or negative emissions, from unrecyclable waste is a critical aspect of the business strategy. As one of the largest energy from waste operators in the UK, enfinium has an important role to play in this emerging, global market and the business has made strides towards its ambition to deploy Carbon Capture and Storage (CCS) technology across its sites.

Announced earlier this year, enfinium's Net Zero Transition Plan set out a commitment to achieve Net Zero across its own operations by 2033, ahead of the industry target of 2040, and a timeline to install CCS

across its fleet of energy from waste facilities by 2039, producing 1.2 million tonnes of carbon removals each year. Through this approach enfinium will support the UK in delivering the carbon removals that independent bodies, from the Intergovernmental Panel on Climate Change and the UK's Committee on Climate Change, say are essential to reach Net Zero.

Reading through this report and talking to the teams across enfinium responsible for delivering our ESG strategy, I am impressed by the breadth and impact of the work enfinium is delivering beyond its core focus of turning unrecyclable waste into homegrown power and heat. Highlights include the social impact realised through the launch of enfinium's Repair Café Support Fund; protecting the environment by focussing on safeguarding water resources, reducing biodiversity loss and improving air quality; and embedding best in class governance to drive forward the business's strategy.

Finally, I'd like to acknowledge the hard work and dedication of enfinium's people. The tremendous achievements documented in this report are due to their continued focus and commitment to creating a positive impact on society.

# **Message from our Chief Executive Officer**

I'm delighted by the progress we have made across a broad suite of ESG measures which we track - from diverting over two million tonnes of unrecyclable waste from landfill, generating enough electricity to power 500,000 homes, improving air and water quality, and supporting biodiversity.

We are focused on always getting better - that's a top priority for me and my management team. This is why we published our <u>Net Zero</u> Transition Plan earlier this year that laid out how we aim to achieve net zero emissions by 2033 and deliver 1.2 million tonnes of carbon removals, or negative emissions, each year by 2039.

As this document shows, 2023 was a year of real progress for enfinium. But, it was also a year of great sadness, due to a fatality caused by injuries sustained on one of our sites. Our hearts go out to the family and friends of the individual who passed away, and we are doing everything we can to support everyone affected. Ensuring zero harm is a top priority, so we are committed to working with the relevant authorities and learning lessons from this tragic event.

Alongside our commitment to zero harm, we are also dedicated to making enfinium a great place for everyone to work. We actively seek a more diverse workforce because we know that diverse teams perform better. Part of this comes from great emphasis on training and development, from offering a broader range of benefits such as up to nine months parental leave on full pay, and a suite of wellness programmes. Taken together these are helping us

A more diverse workforce drives innovation, which is helping us improve the efficiency of our operations. We've installed and are trialling the very latest radiocarbon dating techniques to accurately measure the mix of fossil vs biogenic carbon in our emissions - critical in our desire to produce verifiable "negative" carbon emissions.

Artificial Intelligence is being used to increase the accuracy and speed of analysis on a number of our operational sensors. Our use of Virtual Reality Technology is helping us improve the quality, accuracy and speed of maintenance shutdowns in critical areas such as boilers and combustion grates. All of this and more has contributed to increases in the efficiency of our facilities, which means lower costs and lower emissions on a per unit basis.

team we have at enfinium for



hire better - the number of women in the firm is up by a third since 2021 and existing employees feel more confident and empowered. I'm pleased that employee satisfaction and engagement has for the second year increased to 79 (2022: 73).

I will echo the words of our chairman and end by thanking the fantastic everything they have done this year - for our customers and suppliers, for our partners and communities, and most importantly for each other. It's an honour to be able to lead you.



Our biggest contribution to making the UK more sustainable is creating durable carbon removals at scale. Often called 'negative emissions'."

Mike Maudsley Chief Executive Officer

#### Our 2023 highlights



£158k donated through Philanthropic and Community Funding programme



37% reduction in Scope 2 emissions through 100% REGO backed renewable electricity import tariff



73 to 79 employee engagement survey

improvement from score of 73 to 79



68,830 tCO<sub>2</sub>e

heat steam exported to Kemsley DS Smith paper mill

The Kelvin energy

from waste plant is quickly becoming a Sandwell landmark.





January Philanthropic and Community Funding (PCF)

initiative launched

February Yvette Cooper, Labour MP visits Ferrybridge



August

July

First Kelvin newsletter to local residents

Nicola Richards,

Conservative MP, visits Kelvin site



NATIONAL INFRASTRUCTURE COMMISSION Better infrastructure for all

#### September

Employee engagement survey improvement from a score of 73 to 79

Skelton Environment Centre volunteering day

First cohort of apprentices successfully join the workforce

EfW recognised in the National Infrastructure Commission's Second National Infrastructure

October

Assessment

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#### March

RoSPA Award in the Waste Management and Recycling industry sector category



#### April

Second year of apprentice recruitment completed



June

#### May

Igneo Annual Investor Meeting in Leeds



#### November

Apprenticeship programme shortlisted for IJ Global ESG Award

ESG data request spreadsheet brought in for suppliers



#### December

Cyber Security Enhancement project

Sarah Coombes PPC and John Spellar, Labour MP visits Kelvin site

# About enfinium

# **Net Zero Transition Plan**

#### Net Zero Transition Plan

Our Net Zero Transition Plan, titled 'Our Journey to Carbon Removals', outlines our vision for carbon removals and details how we'll decarbonise our operations.

We are determined to achieve net zero emissions by 2033 across all our operations and aim to deliver up to 1.2 million tonnes of net removals per year by 2039.

#### To achieve this goal, we will:

- 1. Develop carbon capture technologies to permanently store fossil and biogenic carbon from our facilities.
- 2. Advocate for and support measures that promote recycling and reduce residual waste.
- 3. Explore alternatives to diesel in mobile plant vehicles and decrease emissions associated with auxiliary fuels.
- 4. Procure renewable imported electricity.
- 5. Evolve our facilities into decarbonisation hubs.







We divert up to 2.3 million tonnes of unrecyclable waste from climate-damaging landfill and repurpose the waste to generate homegrown, reliable energy, capable of powering more than 500,000 UK homes.

Our ambition is to transform our facilities into local 'decarbonisation hubs', powered by the millions of tonnes of unrecyclable waste the UK will produce for decades to come. Using our existing energy from waste infrastructure, we will contribute to heat networks, generate electrolytic hydrogen, and use carbon capture technology to produce reliable, high-quality carbon removals. These efforts are essential for the UK to reach net zero emissions by 2050.

We frame our business activities through three horizons that guide our pathway to decarbonisation. We have provided case studies for each of these three horizons in this report, so you can see our business in action.

#### Vision

Decarbonisation powered by waste

#### Mission

Be the partner of choice Evolve our EfW plants to decarbonisation hubs Leverage carbon capture to become carbon removals business

#### Values



HORIZON **7** 

**Business Strategy** 

#### HORIZON

Operational excellence today

Building for tomorrow



the future







To find out more about our Net Zero Transition Plan, visit: enfinium.co.uk/ net-zero-transition-plan

The energy from waste sector in the UK has already halved greenhouse gas (GHG) emissions over the last 30 years and enfinium is committed to reaching net zero from waste and to go beyond with carbon removals.

The UK has one of the most ambitious 2030 emission targets of the G-20 countries and has a legally binding net zero goal for 2050. Meeting net zero will first and foremost require rapid and deep emissions reductions. The EfW sector has an important role to play in this decarbonisation journey. enfinium is committed to reaching net zero from waste and to go beyond with carbon removals.

The recycling and waste management sector has already halved GHG emissions from its activities over the last 30 years, primarily by increasing recycling and phasing out landfill. Despite this significant effort to reduce emissions, the waste sector still accounts for around 8% of the UK's total GHG emissions (35.8 MtCO<sub>2</sub>e in 2021) when accounting for all services provided by the recycling and waste management sector. This compares with total UK emissions of 450 MtCO<sub>2</sub>e<sup>1</sup>.

This report outlines the steps we need to take as a business to meet net zero goals and go beyond with carbon removals. To achieve them, enfinium and the EfW industry will need support from government, supply chain partners and customers to help deliver the Net Zero Transition Plan.



#### We have a plan to deliver Net Zero

Our Net Zero Transition Plan is built around our desire to move from energy from waste operations today to a carbon removals business tomorrow. It is our ambition to achieve net zero by 2033 across all our operations and deliver up to 1.2 million tonnes of net removals per year by 2039. The technical roadmap to net zero within the report has been independently verified by Arup with modelling against three potential policy, technology, and commercial readiness scenarios.

#### The Plan will be achieved by:

#### 1. Advocating for and supporting measures that support recycling and reduce unrecyclable waste.

One of the key levers to lower GHG emissions from EfW is to reduce the fossil content and increase the biogenic content of waste received. Driving a higher proportion of biogenic content in the waste we process depends on the successful implementation of government waste policy as well as wider behavioural change in society's attitude towards waste and recycling.

2. Developing carbon capture, permanently storing fossil and biogenic CO<sub>2</sub> from our facilities, achieving net carbon removals in the process.

Our CCUS project timeline assumes a development stage of two years, FEED of one year, and a construction

at all our facilities.

#### 3. Explore options to displace diesel use in mobile plant vehicles and reduce emissions associated with the use of auxiliary fuels.

a variety of on-site purposes will also reduce emissions.

#### 4. Procure renewable imported electricity.



period of three years, with operation thereafter. During the past year, we completed carbon capture prefeasibility work for each of our operational EfW facilities. These confirm viable technology exists, and carbon capture is technically feasible

Mobile plant vehicles use diesel for including moving Incinerator Bottom Ash (IBA) and Air Pollution Control residues (APCr) offsite for recycling and metals recovery. The use of electric or hydrogen powered vehicles or using hydrotreated vegetable oil (HVO) fuel provide an opportunity to lower emissions further. Auxiliary fuels are used during start up and shut down to maintain combustion temperatures in line with Environmental Permits. Modifications to reduce downtime, lower diesel oil consumption and plant efficiencies

Typically, EfWs utilise their own electricity generated as part of operations on-site, however when boilers or turbines are not operating, imported electricity is required to operate cranes, pumps, compressors, air conditioning and fans. In June 2023, we signed a deal to move to a 100% renewable, REGO backed tariff<sup>2</sup> for all imported electricity to support operations during scheduled and unscheduled downtime.

#### 5. Evolve our facilities to become **Decarbonisation Hubs**

By combining our existing EfW infrastructure with carbon capture technology, we have the potential to remove millions of tonnes of CO<sub>2</sub> from the atmosphere by generating low carbon heat, electrolytic hydrogen, and reliable homegrown power. Our Decarbonisation Hubs will remove CO<sub>2</sub> by capturing it from the processing of biogenic waste, helping hard-to-abate sectors to decarbonise; provide homegrown energy to the grid; supply new heat networks and produce electrolytic hydrogen to replace fossil fuels.

#### We are committed to developing the skills and workforce of the future

Our Net Zero Transition Plan will also provide exciting opportunities for our workforce. We anticipate new skills being required as we transition from an energy from waste to a carbon removals business. To ensure a Just Transition, we plan to provide learning, development, and internal job promotion, alongside apprenticeship and work experience opportunities to develop the next generation.

1 Environmental Services Association (ESA) 2021, A net zero greenhouse gas emissions strategy for the UK recycling and waste sector. ESA-Net-Zero-Full-Report.pdf (esauk.org) 2 REGO means Renewable Energy Guarantees of Origin, a scheme providing certificates which demonstrate that electricity has been generated from renewable sources operated

by Ofgem, the UK's gas and electricity markets regulato

# **Policy and engagement**



We collaborate with stakeholders in both the public and private sectors to champion and advance marketdriven policies in key areas like carbon pricing, resource management, and waste policy.

#### Divert waste away from landfill and move up the hierarchy

We are continuing to introduce measures that encourage recycling and cut down on waste that can't be recycled, like removing organic waste from landfills and plastics from our EfW facilities. The Department for Environment, Food and Rural Affairs (DEFRA) has a goal to slash unrecyclable waste by 50% by 2042 and has set mandatory waste reduction targets leading up to 2028.

Even if we meet the target by 2042, we'll still need to deal with around 17 million tonnes of waste each year. It's crucial that we manage and dispose of this material in the most sustainable way possible, such as through decarbonised EfW infrastructure that maximises its potential as a resource.

EfW plays a central role in reducing greenhouse gas emissions by diverting waste from landfills and transforming it into reliable homegrown energy. About half of the waste we handle is biogenic, while the other half is fossil. enfinium operates the most modern, energy efficient EfW fleet in the UK. Our existing facilities play an important role in the UK's environmental infrastructure, providing local and sustainable waste management solutions.

#### Manage EfW inclusion within the UK Emissions Trading Scheme in 2028

In July 2023, the Government confirmed its plan to include the EfW sector in the UK Emissions Trading Scheme, starting in 2028. Given the urgent need to decarbonise the UK economy, we fully support this decision. Alongside measures like banning landfill and reducing waste exports, this change could deliver billions of pounds of investment to decarbonise Britain's waste infrastructure.

We also support the Government's decision to include Greenhouse Gas Removal (GGR) technologies in the UK ETS in the late 2020s. This step will accelerate the expansion of the UK's carbon removal sector by establishing a regulated compliance market that drives investment in high-quality carbon removal technologies, such as Carbon Capture and Storage (CCS).

#### **Empower the UK's CCS** investment market

Carbon capture technologies are vital for carbon removal efforts. The UK's Climate Change Committee (CCC) estimates that around 60 million tonnes of engineered carbon removals will be needed by 2050. This is to offset remaining emissions in difficult sectors of the UK economy and fulfil the country's net-zero commitment.

Carbon removal involves capturing CO<sub>2</sub> from bio-based processes or directly from the atmosphere. Our EfW facilities have the potential to capture and remove carbon from both the fossil and biogenic content of the waste we process. As biogenic CO2 is considered carbon-neutral, we could generate net carbon removals from the atmosphere and produce high-quality carbon removal credits.

In December 2023, the Government laid out its plan to become a global leader in Carbon Capture, Utilization, and Storage (CCUS). The goal is to build a self-sustaining CCUS sector that generates thousands of jobs and reduces emissions for future generations. To realise this objective, the plan aims to develop a commercial and competitive CCUS market, with the roles of both government and industry evolving over time.

# **ESG objectives**

For the last three years, we've been working hard on our ESG goals. Now, we are updating our strategy to set new targets for the next three years.

emissions

operations

efficiency

Net electrical

R1 efficiency

calculations

IBA and APCr

from IBA

recycling rates

Metals recovery rates

**Biodiversity scores** 

Water usage and

recycling / harvesting

and net gain

Scope 1, 2 and 3 CO<sub>2</sub>

Net carbon benefit of

**ENVIRONMENTAI** 

an even bigger impact.







- Health & Safety -RIDDOR/LTIFR rates
- Health & Safety -Safety observations and inspections
- Apprenticeship programme recruitment
- Employee engagement survey scores
- Customer satisfaction survey scores
- Community fund investments
- Diversity statistics
- Gender pay gap reporting

#### Our performance measures include:

GOVERNANCE

- Supplier evaluation completion
- Compliance training completion
- Non-executive director representation
- Board meeting attendance
- Cyber security risk scores
- Climate-related risk assessments
- Direct and indirect tax contributions

# **ESG** strategy and performance

Our ESG strategy was crafted in 2021 by our environmental, social and governance teams. The objectives and aspirations we established at that time are as close as possible to United Nations Sustainable Development Goals. They underscore the need for action to fulfil the 2030 Agenda for Sustainable Development.







#### Sustainable resources

Manage and conserve land and water resources effectively, encourage recycling and use resources sustainably wherever possible.



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#### Equality, diversity, and inclusion

Promote diversity, equality and inclusion to attract and retain talented people and improve business results by enabling everyone to fulfil their potential.





#### Tax transparency

Pay our taxes fairly and on-time, and remain transparent in the way we structure and operate our business as a responsible, longterm operator.



# **ENVIRONMENTAL**

A healthy environment is vital to the long-term success of the economy and the well-being of the communities we serve. Climate change, biodiversity loss and other environmental challenges are increasing threats to our future.

As one of the largest energy from waste operators in the UK, we have an on four ambitions. All designed to important role to play, supporting environmental objectives and helping to create a sustainable economy.

Our environmental strategy focuses ensure we have a positive effect on the world around us.

#### **Environmental protection**

We protect biodiversity, ecological areas and associated ecosystem

services, such as food, air and water.

#### Air quality management



We effectively monitor and reduce air pollution, including sulfur oxides (SOx), nitrogen oxides (NOx), as well as other on-site pollution and emissions.

#### **Climate change**



We work towards lower greenhouse gas and CO<sub>2</sub> emissions to meet reduction targets and achieve our net zero aspirations.

#### Sustainable resources



We manage land and water resources productively, encourage recycling and use resources sustainably whenever we can.

# **Environmental protection**

Our environmental protection efforts aim to preserve natural resources, support communities and ensure the sustainability of our business.

While they may initially increase operational costs, these initiatives help to prevent the potential long-term impacts of biodiversity loss and a declining environment.

We develop, maintain and operate our hubs responsibly, striving to meet the evolving needs of society. By applying

environmental management systems (EMS) across our operations, we aim to achieve leading environmental performance. Our policies and procedures demonstrate our commitment to comply with, and often exceed, environmental laws and regulations.



GOVERNANCE



# Hear from our people



Jamie Williams Safety, Health, Environment and Quality Manager

#### What's the biggest ESG risk facing your industry and how are we positioned to address it?

There's an inconvenient truth - we stop waste going to landfill, but we still create emissions. You can argue that 50% is biogenic and therefore not accountable to us, because it biosphere. And, yes, if not for enfinium it would go to landfill and be even worse for the environment, but it's still an uncomfortable truth for me that we're emitting a lot of

That's why it's so important we use carbon capture and storage. It allows us to divert waste from landfill whilst not emitting, helping us to close the circle on our

# The importance of biodiversity

#### What is biodiversity?

Biodiversity describes the variety of living organisms, including animals, plants, fungi, and microorganisms like bacteria. It explains the differences within species, between species, and in the ecosystems they create. Without biodiversity, we wouldn't have the balanced and healthy ecosystems that support life on our planet.

We are committed to protecting nature and leading biodiversity best practice. In England, Biodiversity Net Gain (BNG) requires developers to continually improve biodiversity. Unless exempt, developers must achieve a 10% BNG for 30 years, on all habitats within the redline boundary of their development.

# Parc Adfer has increased

That's why we are committed to cutting greenhouse gas and CO<sub>2</sub> emissions, in line with global targets to achieve a net zero future.

In the short term, reducing emissions may mean higher costs as we invest in cleaner technology and processes. But this also boosts our competitiveness, positioning us as sustainability leaders, appealing to customers and investors. Taking



#### CASE STUDY

#### Parc Adfer biodiversity report

Parc Adfer continues to meet the criteria for biodiversity net gain.

In 2023, improvements included leaving the western sloping banks to the wild and annually monitoring intrusive scrub and tree growth. Grassland is managed as wildflower and meadow areas, cut annually, and

baled to compost in habitat piles. The annual hay cut is composted on site in late summer and early autumn, to enable seed replenishment and improve nutrient levels in the soil. Maintaining open areas prevents overgrowth, letting new species move in and giving invertebrates and reptiles places to thrive.

the total biodiversity units by 26% since 2022. This suggests the management plan has increased biodiversity units and improved the value of the site to date."

Shannon Davies SLR Consulting



# **Climate change**

Tackling climate change is one of the biggest challenges we face today. We've identified it as a key area for us to manage, including the various risks that come with the energy transition.

proactive steps could also bring unexpected benefits, like operational efficiencies and innovation.

Our commitment involves immediate actions and a long-term vision. We aim to minimise environmental impacts and ensure a sustainable future for our business and the communities we work alongside.



# **Our emissions footprint**

We are aware that our operations contribute direct emissions of CO<sub>2</sub> into the atmosphere, and we are committed to reducing our impact.

Our Net Zero Transition Plan outlines our goal to achieve net zero emissions by 2033 across all our operations and to achieve up to 1.2 million tonnes of net removals per year by 2039.

To measure our overall emissions impact, we assess our carbon 'balance sheet', which records both direct and indirect emissions from our activities. These emissions are then weighed against the work we do, including emissions avoided by diverting non-recyclable waste from landfill, the electricity we generate and the heat or steam we export. As well as usable resources recovered from incinerator bottom ash (IBA) and air pollution control residues (APCr).

In 2023, our facilities delivered a net positive carbon contribution to the UK by preventing a total of 456,320 tonnes of CO<sub>2</sub>e emissions from entering the biosphere-atmosphere. This reduction is equivalent to around 3% of the waste sector's emissions.





Total enfinium emitted and avoided emissions in 2023 have been verified by Trident Utilities, a specialist compliance consultancy.

#### Scope 3 emissions

Scope 3 emissions are the result of activities beyond our direct control or ownership. We are continuing to enhance our measurement and reporting of Scope 3 emissions to fully understand our footprint.

In 2023, we broadened our reporting to include:

- Purchased goods and services (such as consumables and construction materials at our construction plants)
- Fuel and energy-related activities (excluding Scope 1 and 2)
- Upstream transportation and distribution (incoming waste haulage)
- Downstream transportation and distribution (outgoing waste haulage)
- Business travel

Effective monitoring and reduction of air pollutants like sulfur oxides (SOx), nitrogen oxides (NOx) and other emissions is crucial.

This commitment isn't just about meeting regulations, it's about safeguarding public health and the environment, which directly affects the sustainability of our operations. We closely monitor our air emissions and bring in measures to minimise the impact of our operations on local communities and the environment wherever we can.

manage their environmental figure 1 for details).





All our facilities are ISO 14001 accredited, a recognised standard for environmental management systems (EMS) that helps organisations responsibilities. Through our EMS, we monitor our operations for emissions of dust, total organic carbon (TOC), hydrogen chloride (HCl), sulfur dioxide (SO<sub>2</sub>), carbon monoxide (CO), and nitrogen oxides (NOx). (See

In December 2023, more rigorous Best Available Technique Reference Documents (BREF) came into effect. They require Energy from Waste (EfW) operators to achieve significantly lower emissions levels for heavy metals, especially mercury, and volatile organic compounds (VOCs) such as dioxins and furans. We are pleased to say we remain below these reduced limits at our operational facilities and comply with all environmental permits.



# Air quality management

Figure 2. enfinium facilities average emissions in 2023. Annual average concentration in mg/Nm3 (dry gas, 11%O2) vs BREF limits.



# Sustainable resources

Everyone plays a role in reducing waste. Efficiently managing resources, including land and water, is vital for our operations.

Using advanced recovery technologies and water treatment processes helps us reduce environmental impact and operational waste. If we neglect these responsibilities, it could lead to long-term consequences such as depleted resources and environmental liabilities, which would harm our operations.

We believe in using the waste mitigation hierarchy, which helps us prioritise waste avoidance. When waste is unavoidable, we focus on reducing, recovering, or reusing whenever we can. To encourage sustainability in local

communities, we support repair and reuse initiatives through our Repair Cafe support fund of up to £60,000 over three years, within a 30-mile radius of our facilities.

All our facilities achieve R1 status, meaning they're classified as recovery operations in the waste hierarchy. The Waste Framework Directive (WFD) sets a threshold for 'R1 status', to describe how efficiently facilities recover energy in the form of electricity or heat. Since December 2008, facilities can achieve R1 status if their energy efficiency is equal to or above 0.65.





SOCIAL

GOVERNANCE

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Water is an increasingly finite resource, with demand continuing to grow. We want to be better at managing our water resources. So, we are working to understand water stress and the potential impacts of our operations at a local level.

In 2023, we reduced our demand for borehole water at Ferrybridge 1 and 2, while increasing the use of recycled process water at Parc Adfer. These steps bring us closer to being industry leaders in safeguarding water resources, and we are always searching for new ways to preserve water supplies.

# HORIZON 1

# **Improving efficiency** with gale breakers

We are actively seeking improvement projects at our operational Energy from Waste facilities.

At Ferrybridge 1, windy weather caused reduced performance in two air-cooled condensers (ACC). To fix this issue, we installed gale breakers, which significantly enhanced the energy efficiency of the ACCs.

This improvement led to increased electricity output and reduced mechanical failures, which also reduced the need for additional parts. The success of the gale breakers at Ferrybridge 1 encouraged us to install them at Kemsley, and Ferrybridge 2 in the

# Hear from our people



Matt Hardy Market Manager North

What role does innovation play in achieving our ESG goals, and can you provide an example of an innovative solution we've implemented?

We know how important innovation is for sustainability. We're always looking for ways to innovate and are participating in a lot of research to try and get ahead of the curve.

We're bringing in artificial intelligence for safety and proxy sensors. And we're using Cameras and CCTV to analyse the data for the research projects involving Incinerator Bottom Ash (IBA) and Persistent Organic Pollutants (POPs). There's also a series of smaller innovations - the biggest of which is carbon capture, and we are conducting pilot plans with different amine and non-amine technologies.



HORIZON **7** 

# **Transition to renewable electricity** EDF renewable contract

We provide reliable homegrown power to the grid. During typical operations, the electricity generated by our hubs fulfils our operational needs for cranes, pumps, compressors, air conditioning and fans.

However, when our boilers or turbinegenerators aren't operating, we need to use imported electricity.

Imported electricity from the grid is used to support operations during both scheduled and unscheduled downtime, which has been a significant contributor to our scope 2<sup>1</sup> emissions. To address this, we renegotiated our import tariff to prioritise zero carbon and renewable sources.

In June 2023, we signed a two-year deal to move to a 100% REGObacked tariff<sup>4</sup> for all our imported electricity across the operational fleet (Ferrybridge 1, 2, Parc Adfer and Kemsley). This switch has had a big impact on our Scope 2 emissions. Our scope 2 emissions have declined from 938 in 2022 to 593 tCO<sub>2</sub>e in 2023 - a 37% reduction. And we are also exploring emissions reduction on-site through on-site renewable opportunities.





<sup>1</sup> Scope 2 refers to indirect emissions from the generation of purchased electricity, steam, heating, and cooling that we use in our activities
<sup>2</sup> Department for Energy and Net Zero (DESNZ), UK average fuel mix 2022
<sup>3</sup> EDF renewable fuel mix. Customers receive electricity through the National Grid, not directly from zero carbon generators.
<sup>4</sup> REGO means Renewable Energy Guarantees of Origin, a scheme providing certificates which demonstrate that electricity has been generated from renewable sources operated by Ofgem, the UK's gas and electricity markets regulator

Figure 5. Imported electricity across operational fleet, 100% REGO-backed tariff

Figure 6. Scope 2 gross emissions have declined by -37% in 2023



# Scan Metals IBA recycling

One of the by-products of the Energy-from-Waste (EfW) process is the generation of incinerator bottom ash (IBA).

We produce approximately 400,000 tonnes of IBA every year, which is entirely recycled by third-party IBA processors. The IBA is initially processed using magnetic and eddy current separators to recover:

- 1. Ferrous metal scrap, which is recycled into new steel.
- 2. Aggregate for use in construction applications, displacing mined raw material.
- 3. A concentrated non-ferrous IBA (NFIBA) fraction which is further processed to recover the contained non-ferrous metals.

The IBA processors often sell the NFIBA they can't recycle to specialist companies like Scan Metals, who recover valuable non-ferrous metals such as aluminium, copper, brass, zinc, lead, stainless steel, gold and silver from the NFIBA.

In the UK, Scan Metals process 34,000 tonnes of NFIBA every year. Then the material undergoes drying and sizing for optimal separation before sorting. Using advanced technologies, the contained nonferrous metals are recovered and sold to smelters and refineries globally. The Scan Metals drying process consumes more energy than the wet process used by many other NFIBA processors. However, it removes the need for water or chemicals and ensures the recovery of higher yielding aluminium, due to minimal oxidation

One of the most important nonferrous metals to Scan Metals is aluminium. The second most consumed metal in the world, aluminium is a high-value commodity which can be infinitely recycled without deteriorating in quality. Aluminium might not be the first

thing that comes to mind when thinking about household waste. But you'll find it in many everyday products like drink cans, foils and takeaway food trays, which often end up in our waste stream. Aluminium takeaway food trays, for example, can only be recycled if they're thoroughly washed out at the point of use, which typically doesn't happen.

EfW facilities and IBA processing provide the only viable way to recover the aluminium alloys from these products. In the UK, Scan Metals recover 10,000 tonnes of high-quality aluminium scrap per year, which is sent to smelters for recycling into primary and secondary aluminium alloys. This is the Circular Economy in action.

The carbon benefits of recovering aluminium from residual waste are impressive. Producing primary



EfW facilities and IBA processing provide the only viable way to recover the aluminium alloys from drink cans, foils and takeaway food trays"

aluminium involves high energy consumption and generates high levels of CO<sub>2</sub>. About 93% of CO<sub>2</sub> emissions can be reduced through the recycling of aluminium waste5.

The automotive sector benefits significantly from the low carbon footprint of aluminium alloys recovered through the Scan Metals process.

The UK's Advanced Propulsion Centre has sponsored a consortium, including Scan Metals and other automotive manufacturers, to maximise the use of post-consumer scrap when creating high-strength alloys. The consortium calculated that the carbon footprint of using scrap metal is less than one tonne of carbon per tonne of aluminium produced. As opposed to around four tonnes of carbon per tonne with the current methods of today.6

In the UK,

Scan Metals process

of NFIBA every year.

<sup>5</sup> H Kvande and W Haupin JOM 53 29 (2001)

WASTE



Source image: Scan Metals



Figure 7. Non-Ferrous IBA recycle lifecycle



"AMC Group to Take Part in a Project to Decarbonise the Automotive Sector" AMC Group

# SOCIAL

Our social impact is important to us. From the cost of living crisis to mental health, people across the country continue to face huge challenges. More than ever, our communities need our support.

We are passionate about our social impact. And we are committed to making a difference, in any way we can. Our four social objectives form a roadmap for our vision:

#### **Employee engagement** and wellbeing

We make sure our teams are engaged and always promote wellbeing. We put effort into making our workplace a positive, welcoming environment where people want to stay and grow.

#### Health and safety



We do everything we can to uphold our belief of zero harm to physical and mental health. We always take the necessary steps for prevention and support.

#### Community



#### Equality, diversity and inclusion



We are passionate about making sure everyone, regardless of difference, can reach their potential. We always promote equality, diversity and inclusion, to attract and retain talented people.

# **Employee engagement** and wellbeing

We understand the impact businesses can have on the wellbeing and engagement of employees. Changes can have complex effects, so we are dedicated to listening to the people that make progress possible.

For us, it's all about maximising the positive effects of change and minimising concerns. The short-term initiatives we've introduced, such as flexible work arrangements, team building events and bonuses have improved employee satisfaction. But we are always looking for ways to make an impact. We are continuing to improve our benefits, develop our IT systems and deliver engaging training programmes.

In the long-term, we are focused on creating a culture of growth, but we are cautious of high-performance expectations leading to burnout. Our new wellness and support programmes are designed to create an environment where employees can feel confident and empowered by the work they do.

#### Employee engagement survey

Now in the third year of the survey, the questions were based on the 'Culture Amp' methodology, which uses a calibrated and benchmarked 'Good Score'. Our teams were asked about:

- Motivation, Vision, Role Modelling.
- Processes
- Expertise.
- •

#### **Overall score**

We are proud to see results improve, for the second year in a row.

2021 50

2022 73 +46% SOCIAL

GOVERNANCE

• Leadership - Communication,

• Enablement - Learning and Development, Systems and

• Alignment - Safety, Quality and Improvement Focus, Recognition,

**Development** - Recommending a friend, Retention, Pride with work.

# Hear from our people



Jack Firth **Communications Analyst** 

What role does innovation play in achieving your ESG goals and can you provide an innovative solution that you have implemented?

As a company that promotes green values and recycling, we are very aware of plastic use at our sites. An innovative solution we created was exploring the rollout of reusable metal bottles to employees across the business, to drive people away from the use of plastic.

This is just a case of thinking a little bit more deeply about how we can fix issues rather than just telling people to cut down on plastic use. It's using a social initiative to support our environmental goals.



# Community

Building relationships with communities is a key part of what we do. We value the people that make our operations possible, including residents, our waste suppliers, local government and our partners. That's why we are always committed to leading charity activities and promoting sustainable practices.

In the short-term, these initiatives bring us closer to the communities we work alongside. And in the long-term, they establish lasting relationships that support community development and help us reach our targets. But we understand the challenges we could face, such as disrupting local communities. We are always ready to be transparent, communicate effectively and listen to the needs of our neighbours.

#### Customer satisfaction survey

We asked for feedback from our waste suppliers, to evaluate how we are doing in operations, administration and accounting. Most of our customers are very satisfied, following on from last year's impressive score:

2023 2021 2022 Approval Rating Approval Rating Approval Rating 93% 94% 88%



#### Charity of the year

The Philanthropic and Community Funding Committee selected the cost of living crisis as a key theme when deciding our charity of the year. That's why we chose the Trussell Trust, a charity that supports local food banks and campaigns to end hunger in the UK. We've worked with them before, so we knew we could build on our previous work to make a difference.



To maximise our impact, we worked with the local food banks near our places of work, rather than through an umbrella organisation. We provided £3,000 in upfront support to six local Trussell Trust food banks:

- Knottingley Food Bank (Ferrybridge)
- Flintshire Food Bank (Parc Adfer)
- Swale Food Bank (Kemsley)
- Smethwick Food Bank (Kelvin)
- Leeds South & East Food Bank (Skelton Grange)
- Kensington Food Bank (London office)



Our employees across the country took time out from their usual roles to support the Trussell Trust in November and December. They worked at local supermarkets and foodbanks, driving up donations and raising awareness.

"We are so grateful for your help, it's a very tough time for so many and we really appreciate your support."

Adele Palfreyman, Trussell Trust Knottingley Foodbank

# Health and safety

We encourage our team to always prioritise the safety of each other and the communities where we operate. Our strict safety protocols have seen immediate positive outcomes. But we are continuing to invest in health and safety education to foster a culture that prioritises safety, reduces incidents and ensures the wellbeing of our employees.

Introducing new processes needs close attention from management to reduce short-term risks and prevent long-term impacts. Our health and safety initiatives are designed to safeguard our workforce, but we recognise that incidents can happen. Many health and safety incidents can be prevented with quick and effective responses, so we are focused on always evaluating policy and finding ways to improve.

#### Fatality

An incident in December 2023 involving subcontracted vehicles on one of our sites has subsequently, tragically, resulted in a third-party fatality. This is under ongoing investigation by the Health and Safety Executive. While the risks arising from the interface of vehicles and people are a recognised issue for the waste sector as a whole, this is an unacceptable incident which occured on one of our sites. We continue to address this type of hazard through enhancements to existing controls where they are considered necessary and reasonably practicable.

#### Life saving rules

The Directors have enhanced the analysis and effective mitigation of safety risks as a priority management objective. Behavioural safety surveys, which were introduced in 2022, are a leading indicator that reflects safety awareness at site. A Life Saving Rules Programme, setting out ten key aspects, essential to occupational safety was launched in 2022 and is increasingly embedded in the organisation's safety culture.

"Achieving a positive health and safety culture is fundamental to how we as a company achieve Safety on Purpose."

Brian Shepherdson Senior Health and Safety Manager



Figure 8. enfinium total safety incidents reported in 2023





Figure 9. enfinium RIDDOR FR, LTI FR and TRIR rates in 2023



<sup>1</sup> Figures for staff and contractor rates

SOCIAL



LTI FR <sup>1</sup> Per 100,000 employe	es (	<b>TRIR</b> Per 100,000 employe	es
0.31		0.57	
0.18		0.54	
0.9		1.3	

# **Equality, diversity** and inclusion

Our commitment to equality, diversity and inclusion in our Energy from Waste facilities has made an impact. Short-term initiatives, focused on creating an inclusive environment, have boosted our workplace culture.

This approach improves our talent pool. But it also creates a strong foundation for long-lasting success as a business. We believe an inclusive workforce is key to solving problems, innovating and driving performance. In 2023, women earned 10% more than men in our organisation. While we know this doesn't capture all the details like job types and experience levels, it's a positive step forward. We're glad to see progress in the right direction.

However, we recognise the work we must do to achieve our equality goals. There can be resistance to change, or incidents that disrupt harmony in the workplace. We believe setbacks can be addressed with open communication and strategic adjustments. But we are also committed to adapting our initiatives to meet the needs of our employees,

continuing to create an environment where everyone can contribute to our sustainable growth.

#### Industry-leading family support

We established new family support and maternity policies, granting employees up to nine months of fully paid maternity leave. And we introduced improved provision for paternity leave and shared parental leave.

Employees who've been at the company for longer than three years receive 39 weeks of full pay. Those with at least 12 months of service are entitled to 26 weeks of full pay. We are one of the first in the industry to provide enhanced maternity cover - a stance we hope will inspire other companies to do the same.



Our commitment to making enfinium an inclusive workplace has seen a steady annual increase in the number of women in our staff.



## Hear from our people



Carrie Allen Senior Legal Counsel

In your view, what are the biggest social related risks and opportunities facing the industry and how is enfinium positioned to address them?

In the STEM industry, it's often dominated by men. Women are under-represented across the whole industry. We are making big steps to address that issue.

We have multiple women in roles at senior and board level, but we know there's more to be done. From a recruitment perspective, this is a big focus, to try and encourage women and people from diverse backgrounds and cultures to join the industry at an early age.

# HORIZON 1

# **Philanthropic and** community funding

The Philanthropic and Community Funding (PCF) programme launched in 2023, aiming to strengthen communities around our Energy from Waste facilities and wider operations.

The PCF works with local communities, driving positive engagement with outreach, donations, grants, volunteering and charity work. The programme supports a range of social causes:

- Environment
- Education
- Health, safety and wellbeing
- Social inclusion and community funding
- Young people
- Enhancing the wider community

If you have an initiative that could be supported through enfinium community funding, get in touch



60+

projects

£158k Overall grant

funding in 2023



#### Our committees

Applications for initiatives are assessed by six local committees, made up of various perspectives from across the business. From operations and maintenance to fuel supply and corporate services.

We are proud to say our teams were able to provide support for more than 60 projects in 2023, with an overall grant funding total of £158,000.



2 days of paid

volunteering leave each year (full-time employees)





for employee fundraising efforts each year

# HORIZON

# **Charitable giving and** volunteering committee

#### FERRYBRIDGE

#### 1<sup>st</sup> Knottingley **Brownies and Guides**

Funded a trip to Flamingo Land for the 1st Knottingley Brownies and Guides, based next to Ferrybridge. Some families couldn't afford the trip, so the funding made sure every member was able to attend and develop their independence and social skills. .

"Thank you so much for supporting our Flamingo Land visit. Without your support some of the girls would not have been able to go. They had a brilliant day, made a lot of memories and had lots of fun."

#### Janet, Brownie Leader

#### CORPORATE COMMITTEE

#### The Royal British Legion

As part of the Poppy Appeal fundraising campaign, the corporate committee donated £1,000 to the Royal British Legion, a charity that supports veterans of the armed forces.



Our team at Ferrybridge helped a local comprehensive school, Willow Green, with an aim to improve equal opportunity for students and contribute to environmental awareness:

- Bicycles for Children Donated bicycles to a raffle for students who had achieved 100% attendance. This encouraged attendance and provided bicycles for children who otherwise may not have been able to afford them.
- Outdoor Area Funding Provided funding for improvements to the outdoor area. This helped to support a series of free after school sustainability learning sessions in the garden and pond areas.

#### PARC ADFER

#### **Bee Present**

Our committee at Parc Adfer donated £4,999 to Bee Present. a local charity who provide mindfulness courses to help the mental wellbeing of young people in North Wales.

"Thank you for your donation, your generosity will help support thousands of people, like former Captain Laurence 'Loz' Moore. When Loz developed PTSD, he lost everything. But with support from the RBL and a recovery course at our Battle Back Centre, he was able to rebuild his life and reunite with his family."

Gary Ryan, Royal British Legion





**KEMSLEY** 

#### **Air Ambulance Charity** Kent Surrey Sussex (KSS)

The Kemsley committee donated £2,500 to KSS, an award-winning local air ambulance charity. KSS responded to over 3,200 incidents in the last year, saving lives and improving patient outcomes across the area.



#### Young Women's Trust

The Charitable Giving and Volunteering Committee donated £1,000 to The Young Women's Trust; a charity that helps women aged 18-30 reach their potential. Their free 'Work It Out' service provides skills training, mental health support and helps women find opportunities for the future.



#### **Big Bike Fix**

Skelton Grange funded a new workshop for Big Bike Fix, a local charity in Leeds that refurbishes unwanted bicycles and donates them back to the local community.

The charity does amazing work to keep the local community active. So far, they've donated 1,000 bicycles to people with lower incomes.







# **KELVIN**

#### **Dorothy Parkes**

The Kelvin committee donated £2,000 to Dorothy Parkes Community Centre. The grant will be used for an allotment project, creating a green space in a residential neighbourhood.

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#### **Garforth Feastival**

Skelton Grange provided reusable cups for Garforth Feastival, a celebration of local independent food and drinks businesses. Named the 'green cups', they significantly reduced the amount of single use cups at the event and encouraged the community to be more mindful

"The cups were a resounding success and well received by everyone. And the best news is that we massively reduced our use of single use plastics! Many thanks again for your support!"

Rebecca Brayson, Garforth Feastival

#### Litter Watch

The Kelvin committee donated over £1,600 to Litter Watch, an award-winning, community-led charity aiming to tackle environmental concerns and help locals report problems with litter. This money will help to fund four community litter picking hubs, for development in summer 2023.

# Volunteering

We encourage our people to take part in volunteering opportunities in the local communities where we operate. We offer sponsorship for voluntary projects and allow for personal volunteering opportunities, with two days of paid leave for volunteering each calendar year.

BRAN

enfinium

#### Match funding

To support fundraising efforts, we match the funds raised by our employees, of up to £500 per event. The projects we supported in 2023 included:

- Cycling challenge from Holyhead to Flint Castle to raise money for Blood Cancer UK
- Cheshire memory walk at Tatton Park for the Alzheimer's Society
- National Three Peaks Challenge for the Children's Heart Surgery Fund
- 500km cycle ride for 40tude Colon Cancer Charity

# HORIZON2

# **Skelton Grange Environment Centre Volunteering**

Located next to our Skelton Grange construction site, Skelton Grange Environment Centre (SGEC) welcomes 6,500 people every year.

It's a pillar of the local community, offering activities for young people and eco projects for adults. We've held community meetings at the centre for the last two years and have been inspired by the great work they do.

On the 20th of September 2023, 10 of our staff volunteered at SGEC. They helped to manage vegetation in the local area and improved the vegetable patch ahead of upcoming school trips. We were proud to support the centre, providing a green space and educating people in and around Leeds about conservation, wildlife and sustainability.





DELIVERING A SUSTAINABLE TOMORROW 39

# HORIZON 3

# **Apprenticeships at Kelvin** and Skelton Grange

We were proud to see a new round of applicants join our three-year apprenticeship. Designed to provide a rounded education, the course combines academic study and practical workshop training with hands-on experience at our facilities.

The course tackles three disciplines: mechanical, operations and electrical and instrumentation engineering. All four apprentices completed their first year of training at our CATCH training facility in Humber with flying colours.

Over the next two years, they'll complete a placement with experienced engineers and technicians at one of enfinium's facilities in West Yorkshire, West Midlands and Kent.





We are proud to be delivering the enfinium apprenticeship programme and play our role in helping them build their future workforce. It is fantastic to see an employer like enfinium investing in skills and apprenticeships and giving young people the opportunity to forge a career in our industry."

**James McIntosh** Chief Operating Officer at CATCH



# GOVERNANCE

To achieve our goal of driving decarbonisation with waste, we must continue to be committed to bestin-class governance, inspiring trust in our partners, governments and the communities we serve.

We take pride in governing our operations with integrity. Our four governance objectives form the key pillars to success:

#### **Business ethics**

We maintain the highest standards of business ethics. Making us a trusted partner to our customers, communities, suppliers and regulators.

#### **Risk management**

We know handling risks and opportunities effectively is key to our management structure and company culture.

#### **Corporate governance**



We always use best practice in corporate governance, reporting, independence and authority approvals.

#### Tax transparency



We operate responsibly. We always pay our taxes on time and we are transparent about how we run our business.

# **Business ethics**

Our reputation is earned every day. Doing business with integrity is a key part of the values that make up who we are and how we operate. Not to mention, it's important for our performance and sustained success.

Practicing good ethics boosts our reputation, encourages customer loyalty and attracts talent, while reducing risks and costs. We go above and beyond to create a culture that puts ethics at the heart of everything. While this can increase our costs and create challenges, we know it's important for driving innovation and discovering new opportunities.

Diversity is one of our greatest strengths. We are proud to be an organisation where our people can speak freely and report any concerns. We established a confidential Whistleblowing Hotline in 2022, and we've kept it in operation to ensure a safe, secure and open workplace.

We are committed to supporting

If you have a serious concern over wrongdoing at work:

- or HR, or,

0800 9151571 www.safecall.co.uk/report



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#### GOVERNANCE

our employees and communities, empowering them to be accountable for themselves and for each other.

Report it to your line manager,

Speak to a senior manager, or, contact SafeCall

# Hear from our people



Yamini Monks Procurement & Governance (Outages and Capital Projects Buyer)

#### Do you think Enfinium is leading in sustainability or just following the crowd?

We are proactive. We're keeping up with what others are doing, but we're also being more proactive as a company on how we can lead by example. Right now, we're closely examining one of our plant machinery contracts to make it more environmentally friendly. We're also looking into using more green vehicles and exploring alternative fuels like hydrogen and hydrotreated vegetable oil (HVO) fuel.

It's a bit further down the line, but we're figuring out how to include clauses in our contracts so that we can switch to more sustainable options in the future without getting stuck in lengthy agreements. Our aim is to have access to the latest eco-friendly products, infrastructure and to ensure a smooth transition.

# Industry associations

Sharing best practice and hearing from various perspectives makes us better at what we do. We are members of a wide range of industry associations, including:

#### **Environmental Services** Association (ESA)

The trade body that represents the UK's resource and waste management industry. Committed to delivering a zero-waste, zero-carbon future.

#### **Resource Recovery UK (RRUK)**

An alliance for UK energy from waste operators, representing the majority of the sector. RRUK is an affiliate of the Environmental Services Association (ESA).

#### **Carbon Capture and Storage** Association (CCSA)

An association aiming to make sure carbon capture, utilisation and storage (CCUS) is recognised as a key solution to deliver Net Zero emissions.

#### The Association for **Renewable Energy and** Clean Technology (REA)

A non-profit organisation advocating for better laws and regulations to promote the growth of renewable energy.

#### **All-Party Parliamentary** Sustainable Resource Group (APSRG)

A leading forum, providing information for debates between parliamentarians, business leaders and the sustainable resource community.

#### **UK District Energy Association**

A trade association that champions the decarbonisation of heat through a variety of district heating and industrial steam offtake projects.

#### **Coalition for Negative Emissions**

An association of members that look to scale the challenges faced in reaching climate targets.



# Corporate governance

Effective corporate governance builds our credibility and stability, inspiring trust from our employees and wider communities. It helps us meet regulations, but it also brings a competitive edge - inspiring confidence from our investors and maintaining sustainable growth.

Our Board oversees our governance, making sure everything is running smoothly and representing the interests of our investors. Day-to-day operations are managed by our Senior Management team, with the Board providing oversight. We understand the importance of staying flexible to keep ahead of any changes in regulations. The Board regularly checks our corporate governance documents to see if any updates could benefit the business and our investors. They meet every quarter and have the support of our four Board committees:



Responsible for guiding policies, procedures and compliance for health, safety and environmental matters.



Sets accounting policies and procedures. Receives reports from our auditors, oversees risk management and keeps an eye on how much money is used under our Green Financing Framework, which includes ESG reporting and assurance.

#### **Board effectiveness review**

The board effectiveness review gathered feedback and input from nonexecutive and executive directors, shareholders and management as well as independent specialist advisers who collated the feedback and observed a number of board and committee meetings before presenting their report to the board in December. The recommendations from the report were agreed and have been incorporated in the board and committee rolling agenda and workplan for 2024.

#### Health, Safety & Environment Committee

#### Finance, Risk Management and Audit Committee



#### Development Committee

Responsible for reviewing construction and development projects. Ensures projects help to work towards our wider strategic growth plans.



Oversees the management of longterm bonus and incentive plans, in line with the wider investment goals of the business. This helps us get closer to our goal of being the most desirable employer in the industry.

During 2023, the Chairman commissioned an independent external board the period since the enfinium Group board was established in 2021 and further strengthen the governance arrangements across the organisation.



# **Key appointments**



We are proud to have pioneering leaders at enfinium. In June, we were excited to welcome Peter Emery as a Non-Executive Director. Peter brings a wealth of experience - he's the Chair of Greater Manchester's Energy Innovation Agency and the energy appointee

on the Board of Innovation Greater Manchester, which is part of the Government's Innovation Accelerator Policy. Before joining us, Peter held senior positions at Drax Group plc, Electricity North West Limited and Capture Power.





#### Sir Peter Gershon CBE Chair

Sir Peter Gershon has been our Chair since July 2021. Previously, he was the Chair of National Grid PLC, Tate & Lyle PLC, the Dreadnought Alliance and the Office of Government Commerce. Sir Peter was appointed a CBE for his services to industry in 2000 and knighted for his work on public procurement in 2004.



Lynn Fordham **Non-Executive Director** 

Lynn Fordham has been a Non-Executive Director since March 2022. She is Chair of the Finance, Risk Management and Audit Committee at enfinium. Previously, Lynn was the CEO of SVG Capital and has also held senior roles at Mobil, BAA PLC, Boots and Barratt Homes. Lynn is a qualified Chartered Accountant.



**Peter Emerv** 

**Non-Executive Director** 

Peter Emery has been a Non-Executive Director since June 2023. Previously,

Energy Innovation Agency and Deputy

Chair of the York and North Yorkshire

he has held Board positions at Drax

Group PLC, Electricity North West Limited and Capture Power. Peter is

the Chair of Greater Manchester

Local Enterprise Partnership.



Hamish Lea-Wilson **Non-Executive Director** 

Hamish Lea-Wilson has been Igneo Non-Executive Director since February 2021. He is Partner, Head of Transactions, Europe, and a member of the European Diversified Fund I, II and III Investment Committees at Igneo IP. In addition to his role at enfinium, Hamish sits on the Board of Finerge.















#### **Mike Maudsley Chief Executive Officer**

Mike Maudsley has been Chief Executive Officer since January 2022. Previously, Mike was Chief Operations Executive Director responsible for leading all operating assets at Drax PLC. Prior to Drax, he spent six years in the Middle East with Engie.



**Chief Financial Officer** 

Jenny Harrison has been Chief Financial Officer since March 2023. A Chartered Accountant, she was Finance Director at UK Power Networks and has held senior roles at BT Group, EY, Andersen and Deloitte. Jenny is a Trustee of a Leeds University-based sustainability charity, United Bank of Carbon.

SOCIAL



#### **Philip Piddington Non-Executive Director**

Philip Piddington has been a Non-Executive Director since January 2022. He Chairs the Health, Safety, Environment and Development Committees at enfinium. Previously, he was the CEO of Viridor and Chair of the Environmental Services Association. Philip has held senior management positions within the RWE Group and BP PLC.



#### **Emmanuel Vivant Non-Executive Director**

Emmanuel Vivant has been an Igneo Non-Executive Director since October 2022. Previously, he was CEO of SAUR International as well as senior roles at RATP Dev Transdev Asia, Hong Kong Tramways and Veolia Transport. Emmanuel is also a member of the Board of Directors of Evos.



#### Wayne Robertson **General Counsel and Company Secretary**

Wayne Robertson has been General Counsel and Executive Committee lead for ESG, Net Zero, Policy & Regulation and Communications since January 2000. Previously, he has held senior legal, board and executive roles at BT Group, Accenture, Amey and Wheelabrator UK.

# **Enterprise Risk** Management

Enterprise risk management is essential for navigating uncertainties and protecting our assets and reputation.

A new project commenced to set a new standard for how we talk about risk against our objectives - the language - and the cycle - and seek to embed a new culture where risks to our objectives are actively discussed. We defined the success of enterprise risk management as delivery of the following seven aspects:

#### **1** Strategic planning facilitation

Facilitating the development of strategic and business planning cycles;

#### 2 Culture change

Embedding objective-centric risk discussions as BAU across the business, that supports decisionmaking;

#### **3 Clarity of ownership**

The ability to track risks, in one place, as they move across horizons, with clear ownership and hand off points;

#### 4 Strategic planning facilitation

Awareness and understanding - an understanding of objectives most at risk, and which risks threaten multiple objectives;

#### 5 Forward-looking

Encouraging horizon scanning and the capture of emerging risks (internal and external) as they 'bubble up';

#### 6 Agility

The ability to dynamically review risks by objective and the ability to quickly conduct a thematic review: and

#### 7 Improved access

A single database of risks and their management. Improved corporate memory and a common risk language.

## Hear from our people



The Enterprise Risk Management project has enabled us to embed a new culture within the business where risks to our objectives are actively discussed, processes reviewed, and decisive action taken where necessary. We believe our new approach will ensure a safe, secure, and stable operating environment for all."

Jenny Harrison Chief Financial Officer



Rachel Whiteley Senior Human Resources Business Partner

What strategies have you implemented to ensure employee engagement and participation in your ESG (Governance) goals?

We created various project groups, such as the Tax Crozier, our Senior Accounting Manager. We got together as a team and outlined processes and procedures around certain tax implications. This collaborative approach gave our colleagues the chance to offer their ideas and help to shape our governance policy. It allowed us to create buy-in and engagement, as we all played a part.

me, to tap into Gavin's knowledge and speak to external partners was a great learning opportunity. My team got exposure to experts in their fields and had tax explained in a way that was easy for nonexperts to understand. This helped us pass on information to educate others.

# HORIZON 1

# **Bringing ESG data into** the procurement process

We identified our supply chain as a key area for sustainability reporting, particularly to expand our Scope 3 emission datasets.

Addressing supply chain emissions can be daunting for many suppliers, particularly if they're small or mediumsized, as they may not have established policies, processes or measurement approaches.

We integrated ESG and sustainability reporting into our procurement process for all tender activities through a new ESG data capture spreadsheet. We view ESG and sustainability as key factors to consider for our procurement decisions. Working with our suppliers, we identify and assess their sustainability information. Then, we bring decarbonisation into our commercial discussions.

The ESG data capture spreadsheet contains four key sections for responses from suppliers in tenders.

- General company fundamentals and sustainability management, including policies, procedures, and mechanisms for compliance.
- Environment environmental policies, ISO accreditations, GHG emission data (where available), energy, water, and waste management as well as environmental product declarations.
- **Social** diversity and inclusion, employment and labour practices, employee engagement and health and safety.
- **Governance** Anti-corruption and bribery, data security and privacy, business ethics and supply chain screening criteria for sustainability issues.



ESG data capture information has been used successfully with large suppliers for tenders related to air pollution control residues (APCr) and incinerator bottom ash (IBA). For the first time, sustainability, along with commercial and financial assessments, was reviewed in formal approvals committee meetings, before final decisions were made.

We also plan to launch a supplier code of conduct policy that will define our standards and rules that will be required from suppliers and vendor partners to follow. The code of conduct will address all enfinium expectations on labour conditions. sustainability, environmental standards, diversity and compliance.



Vendor partnerships are relationships. They are built, developed, and deepened over time.

Our supplier code of conduct will communicate standards and expectations for vendors. While our relationship will evolve, the policy will create a strong foundation for building long-term trust, whilst reinforcing our core organisational values. This two-way approach will protect both organisations from third-party risk, our supplier code of conduct will establish parameters that protect our wider organisation from supply chain risks whilst enabling a great way to share enfinium values while building a reputation for social responsibility.

# HORIZON 2 **Cyber Security**

We identified cyber security and information security as a high priority, with risks including:

- Ransomware attacks
- Deliberate malicious access to information technology (IT) and operational technology (OT) systems leading to hub shutdowns or loss of data
- Loss of business information or personal data breaches leading to reputational risk, fines, or loss of commercially sensitive intellectual property
- Fraudulent payments or other financial losses

An external review of our IT and OT systems included a penetration test, OT health check and a detailed OT review. The detailed OT review used the National Institute of Standards and Technology (NIST) Cybersecurity Framework to assign a 'medium' risk.

One of the recommendations from the external review included improving cyber security training for our employees, to protect their personal information and our business. So, we made cyber security training mandatory in our learning management system.

#### Cyber security tips

**Keep your devices** up to date

Make sure your devices have the latest software. Updates often include important security fixes that can help protect you from online threats. Turn on automatic updates whenever you can.



public Wi-Fi

Public Wi-Fi, like the ones in cafés or airports, can be risky. Bad actors might try to steal your information or trick your device into going to harmful websites. Always check the network name before connecting and consider using a virtual private network (VPN) for extra security.



Think twice about social media surveys

Surveys on social media might be attempts to trick you into giving away personal info. They could use seemingly harmless questions to gather details like your pet's name, which could help hackers answer security questions. Think twice about sharing personal information.



Be aware of strange

If your cursor starts moving erratically or clicks without you doing anything, it could mean someone is trying to control your device remotely. Disconnect from the internet immediately and run a full system scan with a reputable anti-malware software.

#### How to protect yourself

- Always update your device to the latest version
- Don't connect to a public Wi-Fi without a VPN
- Be careful about sharing personal information data online
- Report anything suspicious on your device to the IT department

# HORIZON 3 **Digital twins**

We know that Energy from Waste facilities are complex systems to operate and maintain.

So, we developed a virtual tool to help our teams manage them more efficiently. We created digital twin models of our hubs, which can be viewed through virtual reality headsets to identify and predict maintenance issues.

We teamed up with Vertex Industries to turn our 2D data into an immersive 3D model which is far easier to understand. So far, we've focused on key areas, such as the boiler, refractory and combustion grate, but the technology will expand to cover other important areas. The VR headsets are completely immersive, able to reflect the actual state of being

inside a boiler, giving a clear picture of its repair and maintenance needs.

Our engineers and hub managers can use these 3D models in their work, which helps them work faster, reduces unplanned downtime and lowers costs. A typical maintenance check using the digital twin model is already 90% faster than a manual process. We've also used the headsets to train our apprentices, giving them the chance to familiarise themselves with the cutting-edge technology that is likely to be the future of our industry.



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#### GOVERNANCE



There are immense opportunities for the energy from waste sector to

deploy the very latest techniques in digitalisation to improve reliability and enhance productivity. Taking the immense amounts of data that we have regarding our plants and creating a virtual, immersive digital twin has transformed the way we think about and plan maintenance."

# Data and reporting

#### ENVIRONMENTAL

#### **Total GHG emissions**

	<b>2021</b> tCO2e	<b>2022</b> tCO2e	<b>2023</b> tCO2e
Scope 1	1,035,011	1,014,038	1,101,368
Scope 2	701	938	593
Scope 3*	2,127	79,284	111,049
Total emissions	1,037,839	1,094,260	1,213,010

#### **R1 efficiency calculations**

Facility	2021	2022	2023
Ferrybridge 1	0.80	0.79	0.89
Ferrybridge 2	0.85	0.82	0.90
Kemsley	0.82	0.91	0.93
Parc Adfer	0.67	0.67	0.71

#### Total avoided emissions

		2021	2022	2023
Electricity generation	Calculation of CO <sup>2</sup> benefit based on displaced marginal CCGT generation (0.38 kg CO <sup>2</sup> e/kWh)	546,354 tCO2e	687,906 tCO2e	687,906 tCO2e
By-product recovery	Calculation of CO <sup>2</sup> benefit based on revised emissions factors provided by Arup Consulting***	256,567 tCO2e	91,639 tCO2e	98,117 tCO2e
Heat/Steam export	UK government GHG Conversion Factors for Company Reporting, assuming displacement of gas-fired boilers***	40,068 tCO2e	66,394 tCO2e	68,830 tCO2e
Landfill diversion	External consultant calculated emissions factor based on comparison between landfill and energy from waste emissions (0.375 t CO2e/t waste)	766,598 tCO2e	746,703 tCO2e	783,985 tCO2e

#### Emissions performance compared to ELV and BREF limits

Site	Dust	тос	HCI	SO <sup>2</sup>	со	NOx
Units	mg/m²	mg/m²	mg/m²	mg/m²	mg/m²	mg/m²
Emission Limit Values	10.00	10.00	10.00	50.00	50.00	200.00
BREF Limits	5.00	10.00	8.00	40.00	50.00	180.00
Ferrybridge 1 Average	1.64	0.59	4.51	4.71	7.42	148.39
Ferrybridge 2 Average	2.00	0.52	6.63	1.27	3.12	158.36
Kemsley Average	0.09	0.17	4.59	3.94	3.50	162.59
Parc Adfer Average	0.26	0.02	6.47	15.52	5.61	159.72

#### Water resource usage

Facilities	Mains/ town water	Recycled process water	Borehole water	TOTAL
Units	m <sup>3</sup>	m <sup>3</sup>	m³	m³
Ferrybridge 1**	80,729	-	52,589	249,676
Ferrybridge 2**	60,283	-	46,369	125,835
Kemsley	10,970	-	-	10,970
Parc Adfer	17,698	88,331	-	106,029
TOTAL	169,680	206,573	116,257	492,510

Total enfinium emitted and avoided emissions in 2023 have been verified by Trident Utilities, a specialist compliance consultancy.

#### SAFETY

#### Safety

	2021	2022	2023		2021	2022	
Total number of hours worked (annual figure)	436,398	529,355	593,356	Number of staff (total)	238	256	
Total number of hours worked (annual figure)	236,579	561,955	1,331,439	Number of staff (female)	33	37	
Number of recordable injuries (employees)	5	0	2	Number of staff in management (total)	7	8	
Number of recordable injuries (on-site contractors)	6	6	7	Number of staff in management (female) Number of board directors (total)	1	1 7	
Number of lost time injuries (employees)	4	0	1	Number of board directors (female)	1	2	
Number of lost time injuries (on-site contractors)	5	2	5	Number of onsite contractors (total)	9	7	
Number of fatalities (employees)	0	0	0	Number of onsite contractors (female)	2	2	
Number of fatalities (on-site contractors)	0	0	<b>1</b> <sup>1</sup>	Number of new hires (total)	51	68	
				Number of new hires (female)	9	20	
Safety observations				Number of new hires to Board or management (total)	2	1	
	2021	2022	2023	Number of new hires to Board or management (female)	0	1	
Safety observations raised	1,559	1,087	738		21%	1%	
				onaujusteu genuer pay gap	-2 1 /0	4 /0	

	2021	2022	2023
Safety observations raised	1,559	1,087	738
Safety observations closed	1,463	1,013	677
Near miss raised	296	421	257
Near miss closed	246	376	235

#### **RIDDOR and LTIFR**

Metric	2021	2022	2023
Fatalities (employees + contractors)	0	0	1
RIDDOR FR (employees + contractors)	0.23	0	0.26
RIDDOR IR (employees + contractors)	40	0	20
LTIFR (employees)	0.9	0	0.17
LTIFR (employees + contractors)	1.3	0.4	0.31

<sup>1</sup> An incident in December 2023 resulted in a third-party fatality in 2024. HSE guidelines consider the fatality to have occurred in 2023.



#### EMPLOYEES

#### Employees

# **TCFD** index

The Task Force on Climate-related Financial Disclosures (TCFD) provides a framework for consistent climate-related financial risk disclosures for use by companies in providing information to investors, lenders, insurers, and other stakeholders. The table below links to where the relevant information can be found on our website, annual report, SECR, ESG report, and Net Zero Transition Plan.

This represents our second disclosure in line with the TCFD recommendations. We are disclosing voluntarily, report progress annually, and will continue to develop our approach to the management of climate-related issues.



TCFD Pillar	TCFD Recommended Disclosure	Summary	Location of Disclosure		TCFD Pillar	TCFD Recommended Disclosure	Summary
	a) Describe the Board's oversight of climate-related risks and opportunities	The enfinium Group Board has overall responsibility for defining our strategy and overseeing the performance of our business. The Board approves our ESG Strategy and Net Zero Transition Plan. The Board has established an ESG assurance section within the Finance, Risk Management and Audit Committee, outside of the existing Health & Safety Committee to challence climate change and	ESG Report 2023, Corporate Governance, p. 44 Net Zero Transition Plan, p. 10			a) Describe the organisation's processes for identifying and accessing climate-related risks.	s enfinium' nd overall pr assessme measures transition second h building manager
Governance		sustainability impacts to the business.		Risk	Risk Management	b) Describe the organisation's processes for managing	enfinium' overall pr
	b) Describe management's role in accessing and managing climate-related risks and opportunities	The Executive Committee is responsible for safety, environmental, operational, financial, and human resources performance, and monitoring strategic objectives. The Head of ESG and Sustainability oversees implementation of our ESG Strategy and Net Zero Transition Plan, ensuring these are considered in strategic decision-making.	ESG Report 2023, Corporate Governance, p. 44			climate-related risks.	assessme measures
			Net Zero Transition Plan, p. 10			c) Describe how processes for identifying, accessing, and managing climate-related risks are integrated into the organisation's overall risk	enfinium's overall pr assessme measures
	a) Describe the climate-related risks and opportunities the organisation has identified	HSSE principal risks and uncertainties are disclosed in our Annual Report. Operational and construction cornorate and financial	ESG Report 2023, Corporate Governance, p. 44			a) Disclose the metrics used by	Our ESG
	over the short, medium, and long-term	Dur ESG Report outlines opportunities we are pursuing across our Horizon Strategy. Our Net Zero Transition Plan outlines in further detail the strategic decarbonisation opportunities that we are pursuing.	Net Zero Transition Plan, p. 10			the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	and ambition with its perform which w ss. our ESG and 3 gr avoided
Strategy	b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning	Our ESG Strategy outlines our environmental, social and governance strategic priorities and ambitions. Our Net Zero Transition Plan outlines our plans to decarbonise our business, in line with the aim of the Paris Agreement.	ESG Report 2023, ESG Strategy and Performance Measures, pg. 16 Net Zero Transition Plan, pg. 10		Metrics and Targets	b) Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	We disclo emissions in our ESC our Scope reporting
	c) Describe the resilience of the organisation's strategy taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Our Net Zero Transition Plan utilises scenarios to account for risks and uncertainties in our path toward Net Zero. However, we have not yet undertaken a formal scenario analysis to assess the resilience of our business operations and strategy.	ESG Report 2023, Risk Management, p. 50 Physical and Transition Risk Assessment in progress			c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Our targe currently emissions Zero Tran alongside these valu



's Risk Management Policy defines our process for risk identification and ent, key risk controls and mitigation s. We are undertaking a physical and risk assessment of our business in the half of 2024, as an initial step toward out our understanding and nent of climate-related risks.

's Risk Management Policy defines our rocess for risk identification and ent, key risk controls and mitigation

's Risk Management Policy defines our rocess for risk identification and ent, key risk controls and mitigation

Strategy outlines our environmental, d governance strategic priorities and s. The ESG Report 2023 lists the ance measures for each of these areas, use to assess, monitor, and improve performance. We disclose Scope 1, 2 eenhouse gas emissions and total emissions annually in our ESG Report.

ose Scope 1, 2 and 3 greenhouse gas s and total avoided emissions annually G Report. We are working to expand be 3 emissions measurement and

et is our Net Zero Transition Plan, encompassing our Scope 1 and 2 s profile. Future iterations of our Net sition Plan will include Scope 3 e our identified actions to decarbonise lue chain emissions.

#### Location of Disclosure

ESG Report 2023, Risk Management, p. 50

Physical and Transition Risk Assessment in progress

ESG Report 2023, Risk Management, p. 50

Physical and Transition Risk Assessment in progress

ESG Report 2023, Risk Management, p. 50

Physical and Transition Risk Assessment in progress

ESG Report 2023, ESG Strategy and Performance Measures, pg.16

ESG Report 2023, Key Metrics & Indicators (Environmental), pg.54

ESG Report 2023, Key Metrics & Indicators (Environmental), pg.54

ESG Report 2023, Key Metrics & Indicators (Environmental), pg. 54

Net Zero Transition Plan, pg. 10

# Glossary

# **External references**

ESA-Net-Zero-Full-Report.pdf (esauk.org)

Department for Energy and Net Zero (DESNZ), UK average fuel mix 2022

H. Kvande, and W. Haupin, JOM 53, 29. (2001)

Automotive Sector" AMC Group

References

waste sector.

APCr	Air Pollution Control residues		P
BNG	Biodiversity net gain		
BREF	Best Available Techniques Reference Documents		P
CCS	Carbon Capture and Storage		
CCSA	Carbon Capture and Storage Association	N	
CCUS	Carbon capture, utilisation and storage		Pa
CEMS	Continuous Emissions Monitoring Systems		
CfD	Contracts for difference		P
СНР	Combined heat and power		
CLC	Community liaison committee		
COD	Commercial operation date		P
DEFRA	Department for Environment, Food & Rural Affairs		
DESNZ	Department for Energy Security and Net Zero		P
E,D&I	Equality, diversity and inclusion		
EfW	Energy from Waste		
EMS	Environmental management systems		
EPC	Engineering, procurement & construction		
ESA	Environmental Services Association		
ESG	Environmental, social and governance		
EV	Electric vehicle		
FSC	Forest Stewardship Council		$\langle \rangle$
GHG	Greenhouse gas		$\langle \rangle$
H&S	Health and safety		
IBA	Incinerator bottom ash		
ICE	Internal combustion engine		
Igneo IP	Igneo Infrastructure Partners		
IPCC	The Intergovernmental Panel on Climate Change		
LTIFR	Lost time injury frequency rate		
LCCC	Low Carbon Contracts Company		
NWRWTP	North Wales Residual Waste Treatment Project		
MSW	Municipal solid waste		
UK ETS	UK Emission Trading Scheme		
REA	The Association for Renewable Energy and Clean Technology		
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013		
UN SDG	United Nations Sustainable Development Goals		

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Environmental Services Association (ESA) 2021, A net zero greenhouse gas emissions strategy for the UK recycling and EDF renewable fuel mix. Customers receive electricity through the National Grid, not directly from zero carbon generators. "AMC Group to Take Part in a Project to Decarbonise the



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This document and its contents have been prepared on behalf of enfinium Group Limited. This environmental, social and governance (ESG) report relates to the activities, brands, products and services associated with enfinium Group Limited. Reference to the 'Company' or to 'enfinium' means, as the context may require, enfinium Group Limited and all or some of its subsidiaries or operating companies. enfinium Group Limited assumes no responsibility to any other party in respect of, or arising out of, or in connection with, this document and/or its content or reliance thereon.

This report ('report') covers activities of the enfinium Group Limited from January 1, 2023 to December 31, 2023.