

Sustainability Report 2021

Greenenergy



Year ended 31 December 2021

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Our purpose

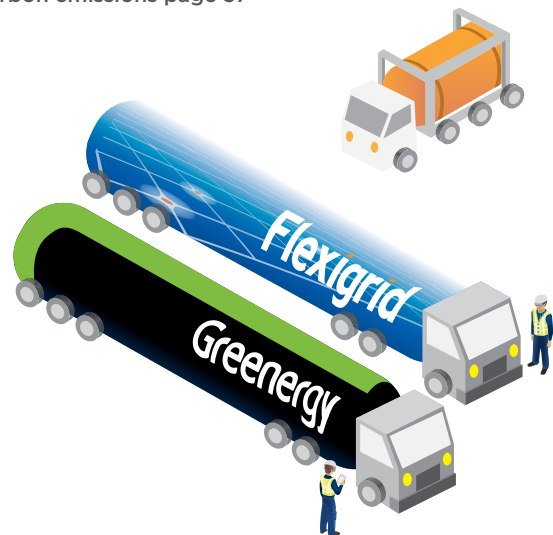
To drive transport decarbonisation through continued leadership in waste-derived renewables.

The biofuels we supplied saved

7.78 million

tonnes CO₂e, the equivalent of taking 3.8 million cars off the road

> 2021 carbon emissions page 37



100%

of our total biodiesel produced has come from wastes

> Biofuels sustainability page 31

3kg

CO₂e saved for every litre of biodiesel that replaces diesel

> 2021 Group carbon emissions page 36

2021 Group highlights

79.18%

carbon savings from the biofuels we blend

> Biofuels sustainability page 30

>1,500

employees globally

> Our people page 38



Fuel efficiency of

9.20mpg

across our haulage fleet above the industry average of 7.9mpg

> Delivering scalable efficiencies page 32

£377k

distributed to over 60 charities

> Supporting local communities page 42

106

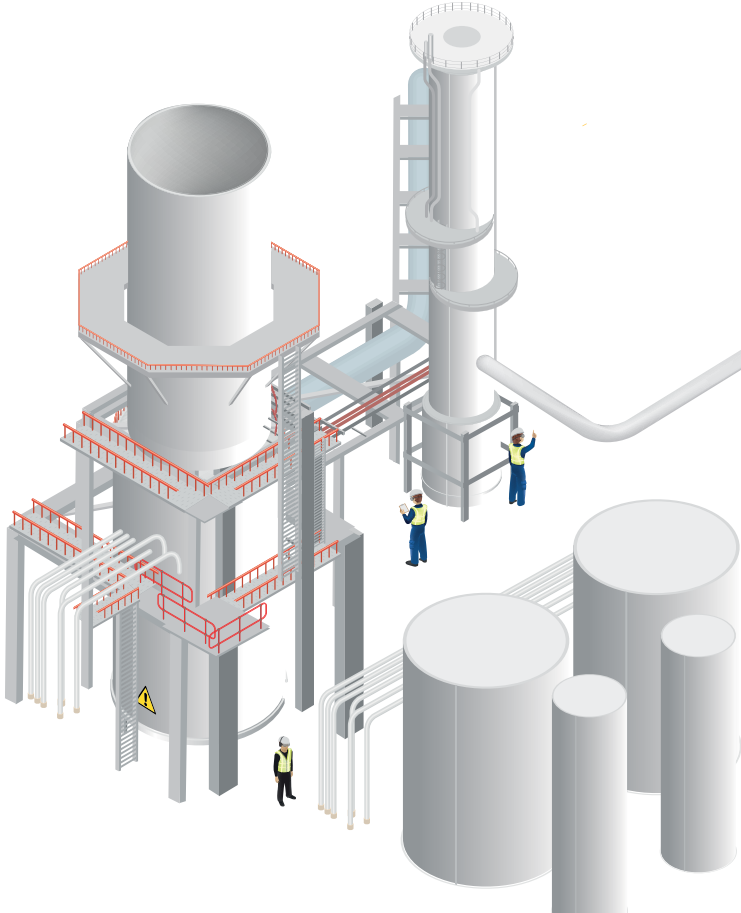
safety audits conducted

> Process safety page 20

89.6kt

CO₂e emissions across the Group

> 2021 Group carbon emissions page 36



Mission and values

Our mission

To deliver long-term value for our stakeholders through the production and distribution of waste-derived renewable transportation fuels.

We do this by:

- Delivering change through innovation: developing and driving renewable projects.
- Evolving our supply chain: maintaining quality and reliable supply.
- Retaining strong customer relationships: honesty and transparency in how we work.
- Acting responsibly and being accountable: doing no harm to people or place.

Our values

Our values underpin every interaction we have, whether with colleagues, customers, suppliers and the communities in which we operate.





Our history

Greenergy was founded in the early 1990s as we saw an opportunity to improve air quality through the development of low sulphur fuels.

1992 to 2000

Improving local air quality

Today, we are Europe's largest producer of waste-derived biodiesel and remain focused on minimising the environmental impact of the fuels we supply.

Our commitment to do the right thing is core to our business. We continue to invest in the development, production and supply of waste-based renewables to support the transition to a lower carbon future.

In the early 1990s, standard-grade diesel, produced high levels of nitrogen oxide, particulate matter and black smoke that led to significant adverse health effects.

In response, Greenergy created a new low emission diesel. Initially supplying into the environmentally conscious Swedish market, Greenergy demonstrated its potential to reduce harmful local air pollutants across Europe.

Building on this, Greenergy was the first to introduce low sulphur diesel to the UK market. In 1998, Greenergy's ultra-low sulphur petrol was rolled out on supermarket forecourts and established the future standard for fuels.

2000 to 2020

Focus on climate change

2020 onwards

Looking to the future

Greenergy has long recognised that climate change was going to be one of the planet's greatest challenges.

We took early action, investing in world leading expertise in carbon measurement and applied our learnings to develop and supply biofuel blends capable of reducing emissions of the vehicles on the roads.

Originally, Greenergy's biodiesel blends derived from virgin agricultural crops (sourced from UK farmers under the Field to Forecourt contract) but over time production was converted to waste oils, recognising the greater environmental benefit of this feedstock.

To secure a sustainable biodiesel supply, Greenergy invested in its own production capability operating two manufacturing plants in the east of England and a third in Amsterdam.

Today, we remain a global market-leader in waste-based renewable fuel production and supply.

> [Driving the transition to a lower carbon future](#)
page 28

We all have a role to play in reducing carbon emissions for a more sustainable future.

We are committed to driving the decarbonisation of transport through innovation, investing in waste-based next generation fuel projects.

In 2021, our waste tyre project, Green Tyre Technology Ltd (GTT), progressed to front end engineering design. Taking end of life tyres, GTT will produce development fuel diesel, and support a circular economy by also creating recovered carbon black that can be fed back into new tyre production. The GTT plant will also have the capability to produce sustainable aviation fuel (SAF).

We also progressed other projects to create next generation renewables from household wastes and plastics.

Creating renewables from waste resources supports a low carbon circular economy, and is essential for the energy transition.

> [Develop next generation renewables](#) page 26

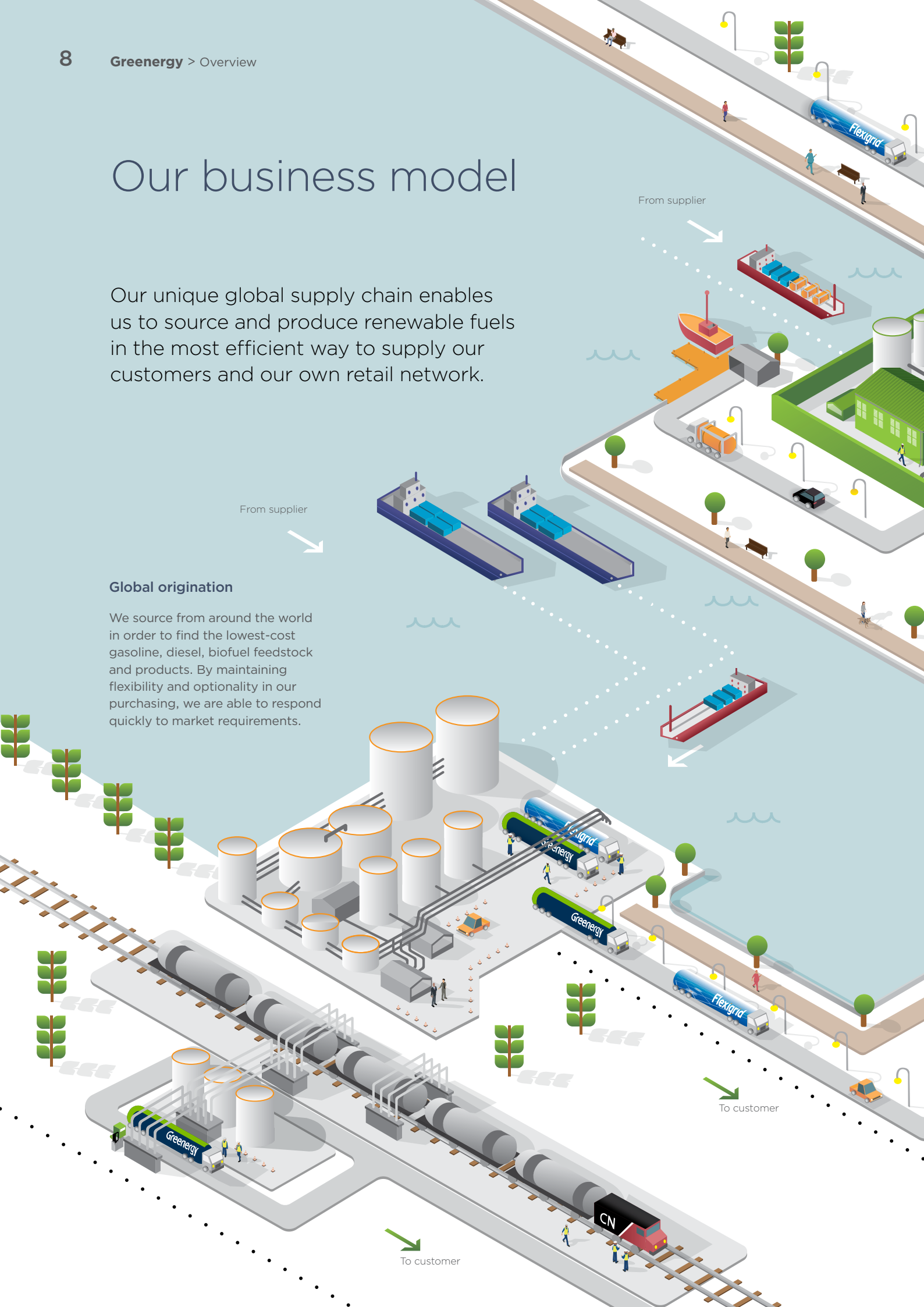
Greenergy

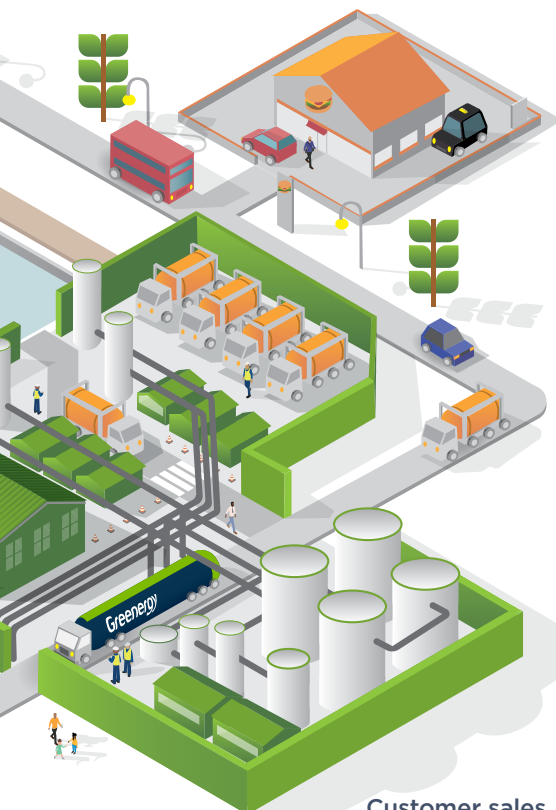
Our business model

Our unique global supply chain enables us to source and produce renewable fuels in the most efficient way to supply our customers and our own retail network.

Global origination

We source from around the world in order to find the lowest-cost gasoline, diesel, biofuel feedstock and products. By maintaining flexibility and optionality in our purchasing, we are able to respond quickly to market requirements.



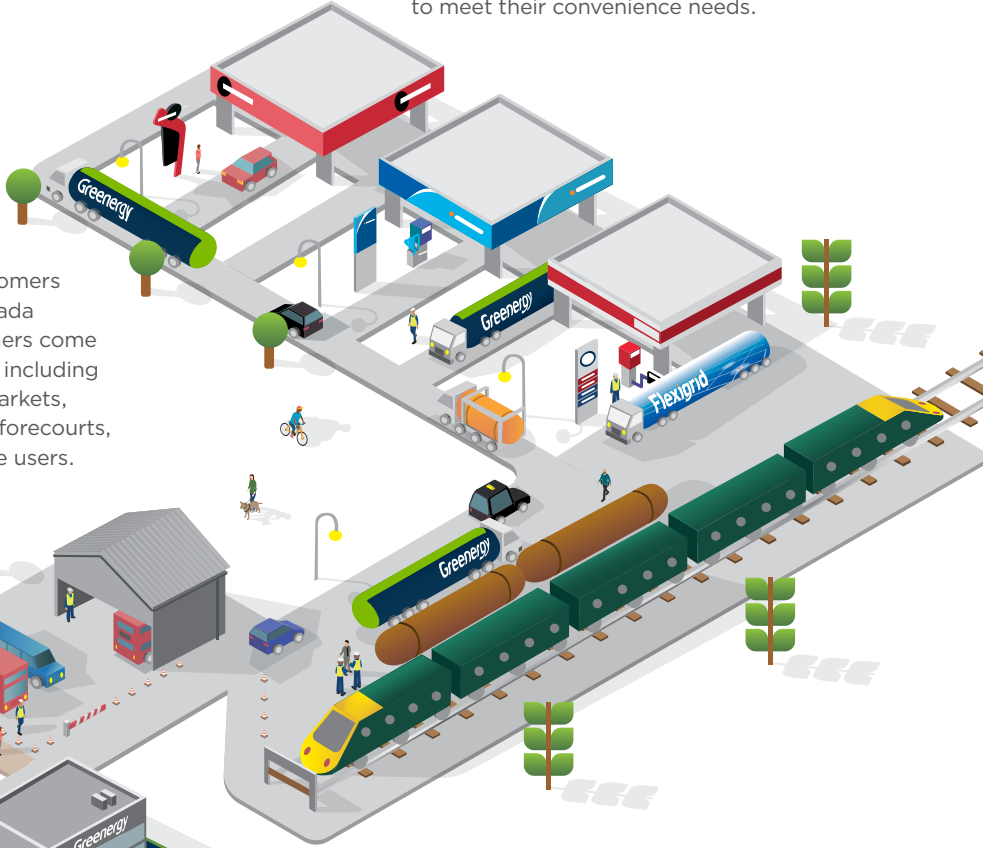


Renewable fuel production

We continue to invest in our renewables business, expanding our waste-to-biodiesel manufacturing capability and progressing projects to develop advanced biofuels from wastes. This gives us low-cost and sustainable supply of biofuels to meet rising renewable fuel supply obligations, and supports our customers through the energy transition.

Retail

We supply independent retailers as well as owning and operating our own forecourts in Ireland and Canada. Leveraging our unique supply chains, we provide our forecourt customers with reliable supply of quality fuels and are able to meet their convenience needs.



Customer sales

We supply fuel to customers in the UK, Ireland, Canada and Brazil. Our customers come from all key segments, including oil companies, supermarkets, independently-owned forecourts, commercial and marine users.



Logistics

We manage the fuel supply chain for many of our customers, taking care of stock management and delivery as well as fuel supply. In the UK, our in-house haulage operation provides flexibility to deliver from the lowest-cost supply location and control over the quality of service we provide to customers.



Chairman's message

'Post pandemic and following the invasion of Ukraine, the resultant higher energy prices and supply security concerns mean that low carbon and Net Zero technologies are at an important, positive tipping point.'

The Greenergy business has long been built with the aim of creating and delivering low carbon fuels and our unique supply model offers security of supply to our customers, wherever they are. In all the markets we operate in, conditions are changing quickly and can be challenging, but with this change the opportunities we see are greater than they have ever been.

Our business of producing biodiesel from waste and supplying our customers around the world in the most efficient way means we are already doing our part to create strategic energy security and to support the decarbonisation of transport. But we also believe we must do more which means developing and investing in technologies for the future, and specifically next generation renewables made from novel waste feedstocks.

Recognising the global problem with wastes and leveraging our experience as Europe's largest manufacturer of waste-based biodiesel, we are already investing in next generation fuels that will further support the decarbonisation of transport. Our next generation project pipeline is strong and includes waste-based renewables such as fuels from waste tyres, biomethane or biohydrogen made from household waste and we are investigating the use of waste plastics to create other renewables products.

With the road transport energy transformation underway there is now growing pressure on other transport sectors such as marine and aviation to catch-up in the race to decarbonise. These pressures are creating further opportunities for some of our next generation projects.

As a Board, we have set tightening targets to reduce our own emissions on the road to Net Zero. This will not be easy and will need substantial business transformation however I believe we have the experience and scale to deliver this.



Andrew Owens
Chairman,
Greenergy Group



CEO's message

'For three decades now, sustainability has been at our core through the sourcing, production, and distribution of low carbon fuels.'

Across our business, safety underpins everything that we do. Keeping our staff safe is always our number one priority. Everyone at Greenergy is empowered to observe and report hazards, near misses or unwanted events, however small, without fear of blame. This allows us to learn from each other, take effective action to correct issues and continuously improve our safety practices. As a result, from analysis of our 2021 safety performance, we identified manual handling as a key improvement area for us in 2022. Near misses and hazard observations reporting also continues to be an area of focus for us as we keep safety front of mind.

[> Safety record page 17](#)

This year, we continued to progress our Environmental, Social and Governance (ESG) reporting, highlighting the work we do to reduce carbon emissions from the fuels we supply, and ensure our operations are sustainable and have a positive impact for the future.

We have also appointed a dedicated Head of ESG to help us develop our framework further as part of our culture of continual improvement and ensuring our approach to ESG is in line with our strategy. The work we are undertaking is setting the foundations for reporting against the Task Force on the Climate related Financial Disclosures (TCFD) framework. This helps us better understand potential risks and ensure we have robust plans in place to mitigate and deal with them - making our business even more resilient. We also completed a gap analysis to understand where further progress is needed with climate change being an ongoing Board discussion topic. I look forward to presenting that journey as we progress.

[> Sustainability, our approach page 15](#)

The route to decarbonisation for each industry, sector and transport mode will be different and will come at different paces. We are committed to supporting our customers through this journey, developing and supplying low carbon, lower carbon and finally carbon free fuels and products. Our expertise in developing fuels from waste uniquely positions us to deliver these. This is why we are continuing to innovate and invest in next generation renewable projects from wastes.

Two of our projects already in front end engineering design (FEED) stage will, when complete, convert wastes into fuels that will reduce emissions from transport. Within these next generation projects, are also further opportunities to decarbonise and create renewables from wastes with industrial application. We are also evaluating projects that use plastic wastes as feedstock, which further highlights our focus on wastes and on creating solutions that support the circular economy.

As we continue to think about the work that lies ahead, our ambition is to achieve carbon neutral operations (Scope 1 and 2) by 2035. To deliver on this, we continue to focus on creating further operational efficiencies and reduce emissions from our everyday activities, and in our projects for the future.

[> Carbon emissions page 35](#)

‘As we continue to grow our business, we are more committed than ever to driving transport decarbonisation and creating renewables from waste as part of the circular economy.’

In our growing retail network, we are undertaking feasibility studies to understand how we can further reduce their carbon footprint, such as solar panels on new-to-industry sites. We fully understand we have an important role in supporting our customers further, and this year we announced our partnership with ESB in Ireland to install rapid and high-power EV chargers on Irish forecourts.

> [Our environment page 34](#)

I would like to thank our staff for all we have accomplished throughout 2021 and into 2022, and for the resilience, dedication, and commitment they continue to show day in and day out. Amidst ever changing COVID-19 restrictions and challenging market conditions more recently triggered by geopolitical events, our people have come together to continue delivering for our customers, each day living our values and supporting our purpose.

They are also at the forefront of how and why Greenergy gives back to our local communities, nominating charity organisations of their choice to receive support through our Group charity programme.

Earlier this year, in addition to our corporate donation, staff chose to direct over half of our charitable giving budget to the Disasters Emergency Committee to help provide food, water, shelter, healthcare and protection to those impacted by the tragedy unfolding in Ukraine. Our thoughts remain with those affected by this heart-breaking humanitarian crisis.

> [Supporting local communities page 43](#)

In this report, I have highlighted the progress we have made this year and our targets for the future. As we focus on driving transport decarbonisation through our continued leadership in waste-based renewables, I am confident the values on which Greenergy has been built - respect, ownership, care and integrity - and our dedication to sustainability and innovation will continue to guide us through the energy transition.



Christian Flach
Chief Executive Officer,
Greenergy Group



Sustainability

Sustainability is at the heart of our operations. It is embedded in our history and is a key part of our values and culture.

We recognise the importance of transparent disclosure of environmental, social and governance (ESG) impacts and efforts. We are continuing to develop our ESG framework that builds on our existing practices, as part of our programme of continual improvement and our strategy for the future.

ESG Committee

Greenergy's ESG Committee is responsible for embedding sustainability in the way we operate.

Supported by a Greenergy-wide working group of ESG subject matter champions, they are progressing the development and implementation of our ESG strategy.

This year, the Committee continued to evaluate how to progress this strategy, reviewing existing targets and metrics. In 2022, Greenergy also recruited a specialist Head of ESG to drive the business' approach to ESG.

'Integrating strategy and sustainability allows us to prioritise and capture opportunities in the energy transition, while responsibly producing and supplying the low carbon fuels needed to decarbonise transport.'

Paul Bateson

Chief Operating Officer, Chairman of ESG Committee, Greenergy Group

Our approach

Our business has been built on innovation. In a rapidly evolving world, we continually assess our business practices and look to improve them to ensure we are sustainably driving the decarbonisation of transport fuels.

Understanding how our business impacts on the communities and environments that we operate in, allows us to set clear objectives and targets that can contribute to a better future for all. Our approach is based on the following principles:

Safety

Safety is our top priority, and every employee at Greenergy has a role to play in ensuring a safe working environment. Our culture of open and honest reporting allows us to learn and improve.

Environment

We continually work to minimise environmental risk across our businesses and reduce the environmental impact in all our activities. We ensure we manage these risks in line with our values to cause no harm to people or place and comply with all relevant environmental legislation.

We aim to use our resources appropriately and in a way that makes a positive difference to everyone who interacts with the business, including shareholders, employees, customers, suppliers, and the wider community.

Climate change

We aim to reduce our impact on climate change by lowering our emissions across our supply chain to drive transport decarbonisation. We do this by maximising the carbon savings from the waste-based biofuels we supply, investing in our supply chain giving preference to suppliers based on their carbon emissions, and adopting more efficient technologies.

Wellbeing, diversity and inclusion

We support our employees' physical and mental health and strive to create a safe, inclusive, and diverse working environment.

Community contributions

To give back and support the communities we operate in, we run an employee-led charity programme and educational and STEM activities.

Ethical sourcing, human rights

The Group is committed to always acting responsibly and ethically in every part of its business. We aim to deliver our success free of bribery, corruption, and other unethical acts, and oppose any form of slavery and human trafficking.

Governance

We maintain robust corporate governance policies across our Group, operating a governance framework with engagement from senior management to non-executive directors. This framework allows the Group to evaluate, consult and act upon the various needs of different stakeholders.

Process integrity

Process integrity determines how we perform our roles each day and every day. It covers health, personal and process safety, quality, environment, security, change management, and compliance.

We create safe working environments by instilling the highest possible level of safety awareness across the business.

A review of our safety record is how we begin every Board, Leadership Team, monthly staff and customer meeting.

Safety record

This year we saw a rise in reportable events and lost time injuries increased across the business, largely from our in-house haulage operation – Greenergy Flexigrid.

The increase in lost time injuries was associated to manual handling injuries from hose lifting and draining practices. Some of these specifically related to the handling of a device installed on our trucks that helps prevent crossovers.

Through investigating these events we were able to identify areas to improve. These improvements were implemented, along with awareness campaigns to ensure procedures were followed to reduce injuries of this kind. Further lost time injuries arose from slips, trips and falls across the business.

Reversing these trends is a key focus for the Group and new safety awareness campaigns have been launched.

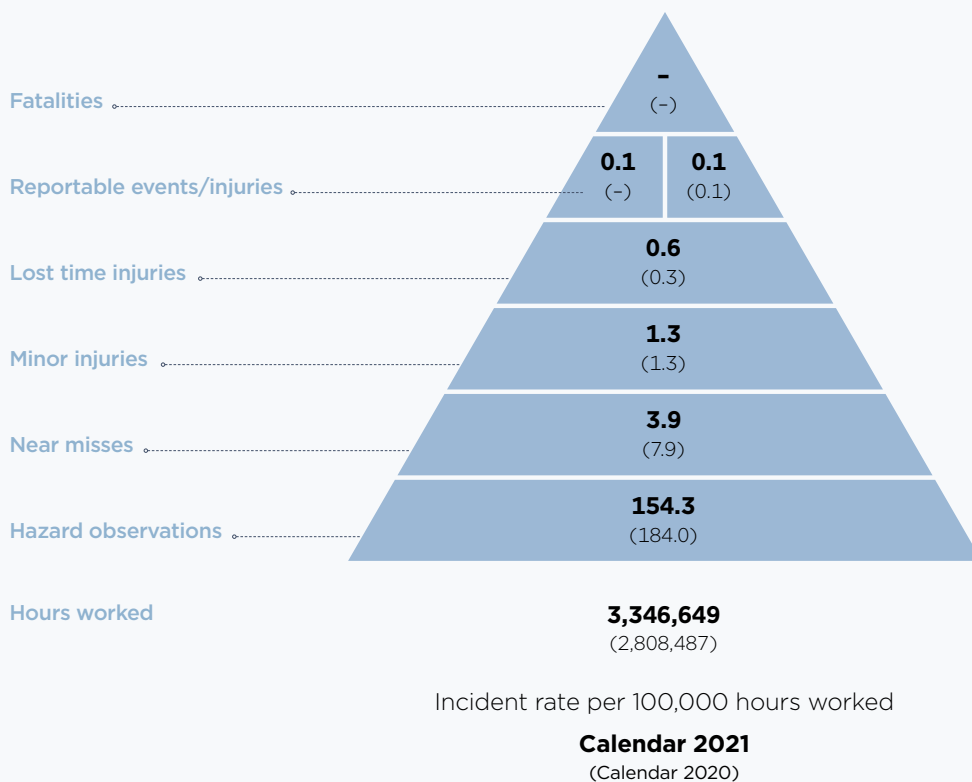
There were three separate reportable injuries, consistent with 2020, across our terminals and biofuel sourcing operations. This year, there were also two separate reportable events within our haulage business.

We are working to address these rises by reviewing processes and more targeted communications to remind staff of safe working practices.

Near misses and hazard observations declined in 2021, and improving these is another key area of focus for the Group.

Safety record

Safety is part of our DNA and underpins everything we do. We focus on continuous improvement in safety across our business as part of our policy of prevention.



Key

Definitions

Reportable event: an incident with a high potential to cause death or serious injury.

Reportable injury: an injury that is legally reportable to the Health and Safety regulator for the national jurisdiction in which the injury occurred.

Lost time injury: an injury resulting in an absence from work beyond the shift in which the injury was sustained.

Minor injury: an injury which does not require time off work or restricted work duties.

Near miss: an unplanned event that did not result in injury, illness, damage, or non-compliance but which had the potential to do so.

Hazard observation: an 'act' or a 'condition' that has the potential to cause injury, loss, or damage.

Personal safety

We operate a comprehensive central reporting system that supports the systematic investigation of reported observations and events.

Open and honest reporting

Every individual working in the business – from high hazard operating sites and haulage operations to offices and retail forecourts – is encouraged and empowered to observe and report hazards, near misses or unwanted events, however small, without fear of blame.

This allows us to correct issues, manage risk and improve safe working practices across the Group.

This year, we completed the rollout of QR codes at all our sites to enable more efficient reporting.

We also continue to work to ensure that new staff, contractors, and new businesses are rapidly introduced to Greenergy's culture, processes, and operating procedures.

Investigation and learning

The information we gather through our comprehensive central reporting system, allows us to investigate individual events, share lessons learned, and identify broader trends.

We then act to correct issues that have the potential to lead to injuries, asset damage, environmental impacts or significant business impacts.

Throughout 2021, we continued to share 'lessons learned' across the Group via noticeboards, internal meetings, monthly safety updates, and our online training platform that staff can access on any device, anytime, anywhere.

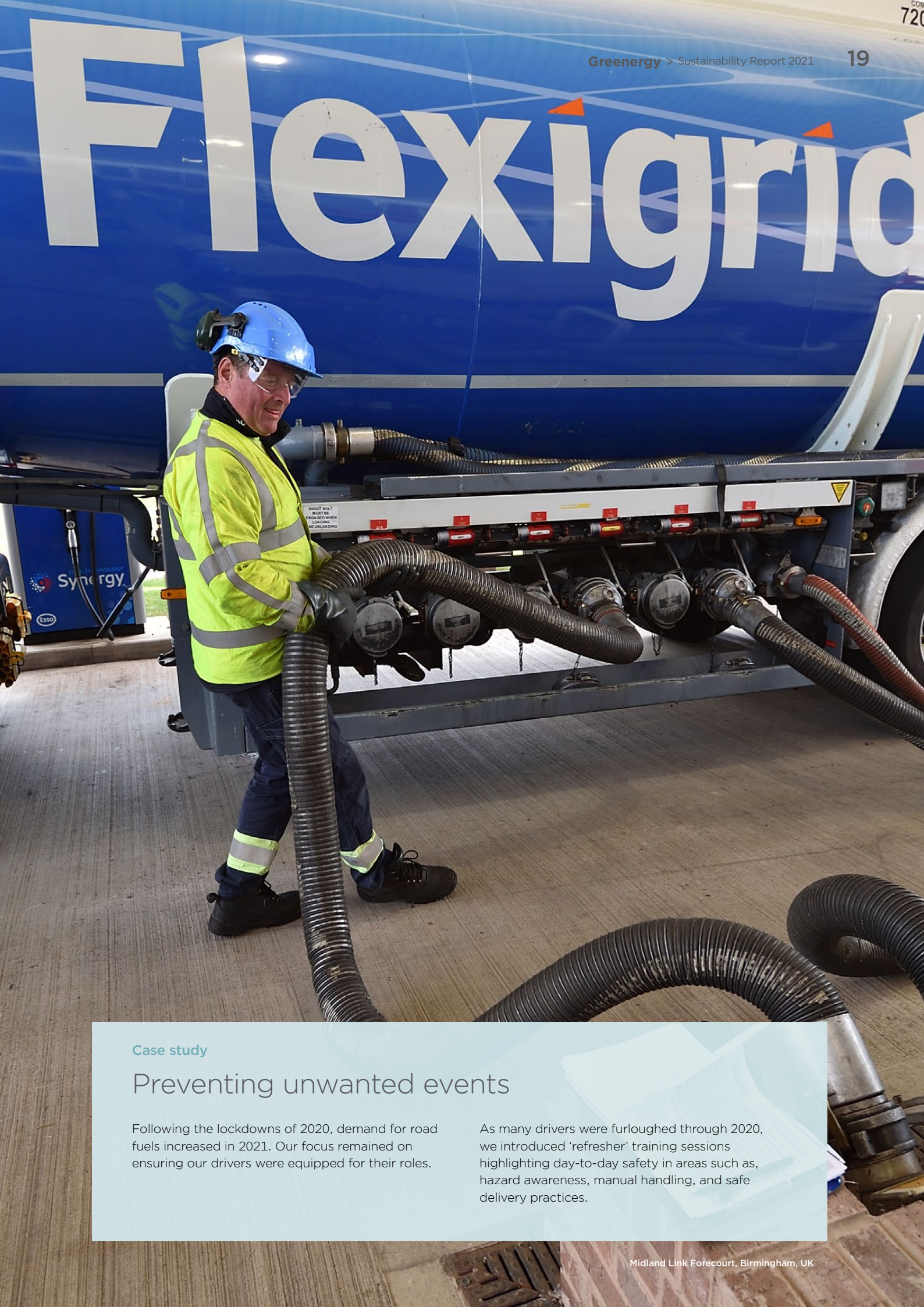
Safety awareness

As our business grows, extending our strong Safety, Health, Environment and Quality (SHEQ) culture to all parts of the business remains a priority.

Gap assessments and audits are particularly important for new business areas to gain an understanding of the SHEQ culture. From these, a tailored programme of training in safety awareness, hazard observations and Greenergy's expectations of safety walks, event reporting and investigations is developed and implemented into each respective new business.

The gap assessment and audits we undertake throughout the year also enable us to identify areas for improvement.

As many staff returned to our sites and offices following the easing of COVID restrictions, all staff undertook safety inductions to ensure their safe return.



Case study

Preventing unwanted events

Following the lockdowns of 2020, demand for road fuels increased in 2021. Our focus remained on ensuring our drivers were equipped for their roles.

As many drivers were furloughed through 2020, we introduced 'refresher' training sessions highlighting day-to-day safety in areas such as, hazard awareness, manual handling, and safe delivery practices.

Process safety

We have robust safety systems in place to prevent unwanted events across all parts of the Group. However, we also recognise the potential for such events to occur and the need to be prepared for them.

Safe Operating Standards

To provide a structured and consistent approach to safety across all our operations globally we continue to review, extend, and improve our Safe Operating Standards.

Our Process Integrity team drives continual improvement of these standards, sharing knowledge and experience from all parts of the business.

Risk assessments form part of these standards and are completed across the entire business, including where there is a change in process, a new business venture, or product - such as a new haulage customer, a new retail forecourt, or the introduction of speciality products such as E10 and other biofuels.

With COVID-19 ongoing, our 2021 risk assessments also took into account staff and public safety.

Auditing

Group Process Integrity audits continued in 2021 as part of our programme of continual improvement.

A total of 106 audits were completed - up from 2020, as we resumed third-party audits which had been suspended due to COVID-19.

Crisis planning and management

We ensure that all our facilities and business operations have effective emergency management plans in place. These plans are reviewed and tested on a regular basis to ensure our business is adequately equipped to handle potential crisis situations.

As part of our continuous improvement, this year we expanded the Virtual Incident Control Centre (VICC) training to all business units and completed training and crisis role plays for all staff involved. These scenarios equip key stakeholders from across the business with the necessary skills to manage potential crisis situations effectively.

Our Executive team, Senior Management, and other appointed Crisis Management team members from different parts of the Greenergy Group have participated in these training sessions, and in 2021 undertook 11 different crisis exercises.



Health and safety recognition

The Royal Society for the Prevention of Accidents (RoSPA), which benchmarks companies for their safety performance year-on-year, presented Greenergy with its highly commended 2021 Manufacturing Sector Health and Safety Award. This was in recognition of the high health and safety performance standards our UK biofuel sites in Immingham and on Teesside demonstrated throughout the year.

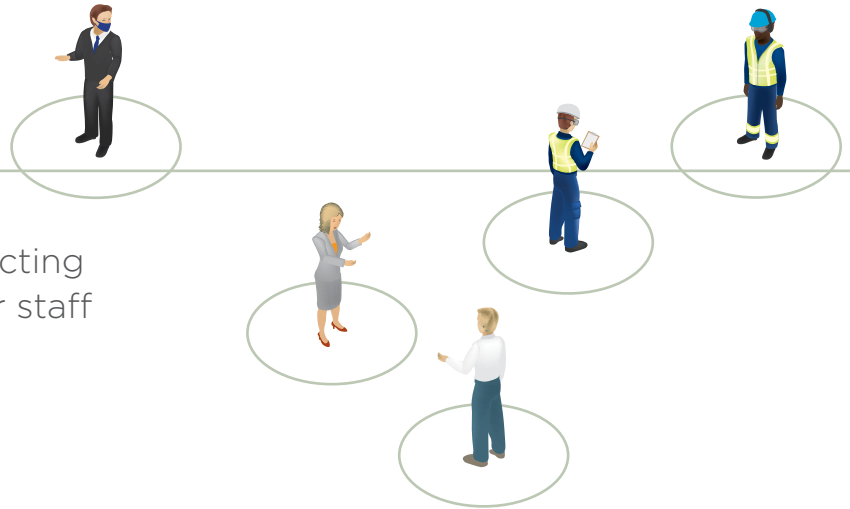
Greenergy also received three RoSPA Gold Medals for:

- Immingham (tenth consecutive year)
- Teesside (sixth consecutive year)
- Plymouth terminals (eighth consecutive year)

In 2021, our biofuel sites also achieved joint ISO 9001 (quality), 14001 (environment) and 45001 (safety) accreditations.



COVID-19



We are committed to protecting the health and safety of our staff and customers at all times.

People

With the COVID-19 pandemic ongoing, precautions in our operations, retail sites and offices are focused on ensuring the health and safety of our people is maintained under enhanced risk control measures and safety guidance.

As an essential business, and to meet the needs of our customers, many of our staff have continued to attend plants, terminals, scheduling offices and haulage depots through the pandemic. To minimise the risk to our staff, we implemented additional control measures and continue to review our risk assessments that are specific to each role and location, allowing us to quickly adapt our business operations to changing restrictions.

Recognising the challenges that have arisen from the pandemic, over the last two years, we have enhanced our wellness offering to support our people. This has included fitness, wellbeing, and mindfulness initiatives.

> [Staff wellbeing page 41](#)

Business continuity

We maintain a robust business continuity plan that is regularly reviewed and updated based upon the most up-to-date advice.

From monitoring changing regulations and requirements to proactively leading on the implementation of new policies, the Group's COVID-19 Task Force ensures we have the most appropriate plans in place to mitigate the impact of COVID-19 on our people, our business and that of our customers.

Our business continuity planning also gives us the flexibility to revert to strict 'bubbles' across our scheduling teams, terminals and plants to minimise the risk to our people and ensure operations continue.

The pandemic continued to impact not only the market for biofuel raw materials but also operations and supply chain logistics around the world. Our robust operations and unique supply chain capability allowed us to keep production running and ensure continuity of supply for our customers.

Renewables

The pandemic has accelerated plans to decarbonise. 2021 saw continued demand for high quality biofuels such as the ones we produce as legislating blending obligations increase in regions around the world.

> [Driving the transition to a lower carbon future page 28](#)

As lockdowns were extended and introduced once more in 2021, supply of used cooking oil remained constricted. Our global sourcing again provided us with optionality to source feedstock from different markets and maintain supply during periods of disruption.

> [Biofuels sustainability page 30](#)



Our environment

We continue to invest in the development, production, and supply of renewable fuels to support the transition to a lower carbon future.

Climate change

Our business was founded to supply low emission diesel that offered significant air quality benefits. As we continue to grow, we remain committed to reducing emissions in transport fuels.

As the transport sector moves to decarbonisation, the role of gasoline and diesel fuels remains vital until other affordable alternatives are widely adopted, and different geographies have implemented differing timescales to decarbonise. Therefore, the most effective way to reduce carbon emissions for existing transport today comes from the blending of biofuels into gasoline and diesel.

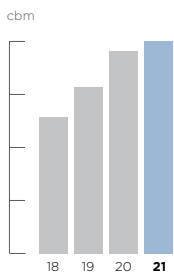
As Europe's largest manufacturer of waste-based biodiesel, renewables are integral to our core strategy, and we continue to deploy significant capital to this area. This investment enables us to make both incremental improvements in our biodiesel manufacturing operations, and also progress our projects to develop next generation renewables from wastes.

Our priority has always been to tangibly reduce our emissions in both the fuel we supply and our own operations, and this has never been more important.

Our priorities

We blend sustainably produced biofuels into our gasoline and diesel to reduce the greenhouse gas emissions from the fuels we supply. To continually reduce emissions from our products, our priorities are to:

Biodiesel manufacturing output¹



1 Develop next generation renewables

To deliver on our purpose and position ourselves to best navigate the energy transition, we are continuing to invest in advanced biofuels from wastes and are actively exploring opportunities to develop further next generation renewables and circular economy solutions for transport, energy and feedstocks including hydrogen, petrochemicals and others.

In 2021, our waste tyre project, Green Tyre Technology Ltd (GTT), progressed into the FEED phase. This project will take end of life tyres and produce products including development fuel diesel and recovered carbon black that can be further processed and fed back into tyre production.

By creating renewables from wastes, we are solving waste problems and creating fuels for the future to support the decarbonisation of transport.

2 Expand our production and supply of waste-based biodiesel

Wherever possible, we blend biofuels derived from wastes because they deliver the most significant carbon benefit and have a lower land-use impact than biofuels made from crops.

By focusing on producing biofuels from wastes, we are also supporting the circular economy and ensuring our products do not divert crops from the food supply chain.

To secure our own supply of waste-based biofuel, we continue to invest in improving the efficiency and capacity of our own manufacturing capability, with more investments planned to increase capacity further across our three plants.

This will ensure we are positioned to meet rising renewable fuel obligations.

Where possible, we source waste-based ethanol from third parties for blending into our gasoline.

¹ Combined output from Immingham, Teesside and Amsterdam (cbm).

3

Establish diverse and sustainable supply chains with robust certification systems

We continue to expand our purchasing of waste oils from around the world as feedstock for our biodiesel manufacturing operations.

We source in the UK, Europe, and also from countries where comparable biofuel incentives do not exist and there is a risk of waste oils not being disposed of responsibly with significant health and environmental impacts.

To demonstrate that the oils we are using truly are a waste, we rely on robust supply chain certification processes that meet the International Sustainability and Carbon Certification (ISCC) standards that trace every litre of oil back to the specific restaurant or food producer.

> [Choosing biofuels made from waste, page 30](#)

‘With infrastructure, technology, and decades of experience in bringing scalable solutions to the industry, Greenergy is uniquely positioned to deliver the new renewable fuels needed to drive transport decarbonisation.’

Mark Whittle

Head of Next Gen Renewables



Driving the transition to a lower carbon future

Regulatory supply obligations continue to increase demand for low carbon fuels such as the ones we produce and supply in all our key markets.

Rising biofuel obligations

Governments in the UK, Europe and Canada are continuing to mandate the inclusion of biofuels to reduce carbon emissions from transport.

UK

In the UK, the percentage of biofuel that suppliers are obligated to blend into their gasoline and diesel under the Renewable Transport Fuel Obligation (RTFO) continued to rise to 10.1% in 2021 and rising further to 17.4%, by 2032.

Any supplier unable to meet their obligation through blending is required to pay a buy-out price. From 1 January 2021, the buy-out price for this part of the obligation has increased from 30p per litre to 50p per litre, therefore increasing demand for the type of biofuels we manufacture.

Development fuels

We are actively exploring opportunities to develop new and advanced forms of renewable liquid fuels, as defined under the RTFO legislation, which requires a growing percentage of biofuel to be classed as new development fuels and exceed the greenhouse gas saving requirement of 65%.

We are also progressing other projects to create next generation renewables from wastes and support the circular economy.

When complete, these projects will satisfy the RTFO and meet the growing demand for innovative waste-based fuels.

Ireland

In Ireland, the current obligation, regulated by the Biofuel Obligation Scheme, increased from 11% to 13% on 1 January 2022.

Under this scheme, suppliers must meet biofuel blend percentages in transport fuels to reduce greenhouse gas (GHG) emissions by 6% from 2010 levels.

Canada

Federal and provincial regulations mandate a volumetric obligation for fuel producers and importers in Canada. Currently, at federal level, this is set at 5% renewable content to be blended into gasoline and 2% into diesel. In Ontario, where our terminals are located, the obligation is higher, set at 10% renewable content for gasoline and 4% for diesel.

The federal government has also set a mandatory target for all new light-duty cars and passenger trucks to be zero-emission by 2035, accelerating Canada's previous goal of 100% sales by 2040.



Case study

Higher percentage biodiesel blends in Ontario

We are continuing to invest in our terminal facilities across Ontario, to bring more low carbon fuel options to the region. Last year, we were among the first to offer gasoline blended with 10% ethanol (E10) in the region ahead of government mandates.

Leveraging our experience of supplying higher percentage biodiesel blends in the UK and Ireland, we also piloted the sale of B20 biodiesel at select forecourts in Ontario during the summer months.

B20 is a diesel fuel substitute containing 20% biodiesel that can be made from blending diesel with various renewable content materials such as organic waste. It helps reduce greenhouse gas and several tailpipe emissions of conventional and new diesel engines.

Both E10 and B20 are cost effective fuels that allow end consumers to reduce their carbon emissions, without compromising quality or performance.

Biofuels sustainability

We devote significant time and material resources into sourcing low carbon biofuels. Our focus is on using biofuels that have minimal land-use impacts and deliver the greatest carbon benefit.

Maximising the carbon savings from the biofuels we supply

We aim to achieve at least 70% carbon saving from the biofuels we blend. This is significantly above Government mandates of 50% and is a highly ambitious target.

We continue to work to maximise the carbon savings from the biofuel we blend by choosing biofuels from waste with higher carbon savings and capturing detailed information to ensure traceability throughout the supply chain.

Where we do use biofuels derived from crops, we ensure they are produced in accordance with approved biofuel sustainability standards. Of the crop-based biofuel we supplied in 2021, 100% was verified as compliant with one of these standards.

Preventing land use change and protecting biodiversity

We obtain verifiable evidence on the origin and sustainability impact of every litre of biofuel we blend into our fuels. This complies with the EU Renewable Energy Directive that prohibits use of crops grown on newly deforested land.

Choosing biofuels made from waste

To minimise the land use change impacts and improve the emission savings of our biofuel, we use biofuels from wastes where possible.

We have carried our pioneering work with waste oil suppliers globally to demonstrate traceability back to the restaurant.

We recognise the importance of technological innovation to help drive continuous improvement, and we are working with and investing in industry innovators, such as Bioledger, to introduce a blockchain database that is currently in testing that will further improve the efficiency of data collection.

Creating sustainable biofuel supply chains

As an industry leader in biofuel sustainability and traceability, we continue to collaborate with NGOs, governments, and regulatory bodies, along with the agricultural, waste management and oil industries to continuously improve the audit standards that are used to verify environmental sustainability and traceability through our global biofuel and raw material supply chains.

In 2021, we conducted 42 independent audits of the biofuels we supplied, with no adverse findings. Our audit programme ensures we have the most robust checks on biofuel procurement and production within the industry.

Our team works closely with the supply chain to source biofuels that deliver against our sustainability objectives.

We continue to work with industry standards bodies and national biofuel regulators to help them improve the quality of the certification process and adapt to new biofuel supply chains.

As we look to expand the renewable fuels we supply, our experience and expertise in traceability will ensure sustainable supply chains.

What is our biofuel made from?

79.18%

carbon savings from the biofuels we blend.

Since 2017, 100% of our total biodiesel produced has come from wastes.

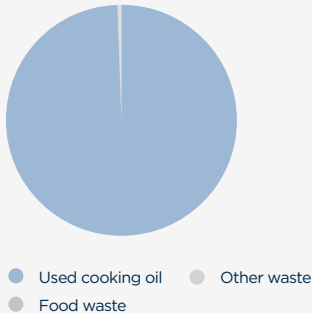
Biodiesel

We purchase waste oils as feedstock for our biodiesel manufacturing activities and continually invest in technical enhancements to our plants. This gives us the ability to process a broader range of waste oils and fats, increasing raw material volumes and production capacity to meet growing demand for biodiesel.

As a result, all of the biodiesel used in Greenergy’s diesel in 2021 has been derived from waste products.

As lockdowns continued in 2021 and restaurants closed restricting waste oils, our historical investments in our supply chains allowed to us to maintain supply of feedstock to our plants.

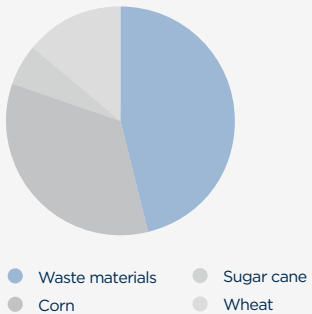
Biodiesel blended into diesel supplied in the UK



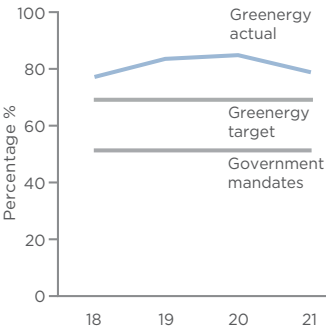
Bioethanol

Although we are not ourselves an ethanol producer, we work with innovative third-party manufacturers to maximise our use of wasteredived ethanol as a gasoline blend component.

Bioethanol blended into petrol supplied in the UK



Carbon savings



Operational efficiencies

Our continued investment in infrastructure and our supply chain capability has allowed us to create further operational efficiencies.

Supply chain logistics

Imports by sea

We focus on reducing bottlenecks at our terminals to optimise our deliveries and ensure we maintain end-to-end control of the supply chain.

In 2021, changes to our discharge procedures significantly reduced ship discharge times. We also completed dredging works at the Navigator Thames terminal, allowing larger ships to berth at the jetty, and benefitting from economies of scale.

Rail to road supply

Our rail-to-road facilities in Ontario, Canada, are changing the way fuel is supplied to the market by reducing lengthy truck journeys from refineries to customer sites.

This year, we continued to progress modernisation works at our Thunder Bay terminal. This has allowed us to improve operational efficiency and expand our product offering to include the supply of ethanol-blended gasoline (E10), further supporting Canada's strategy to reduce greenhouse gas emissions by 2030.

> **Higher percentage biodiesel blends in Ontario** page 29

Haulage operation

In the UK, our in-house haulage operation, Greenergy Flexigrid, offers market-leading reliability and customer service, delivering fuel for Greenergy and third parties across the country.

To further support our customers, we have continued investment in Flexigrid's IT infrastructure to improve fleet utilisation and reporting, allowing us to provide customers with up-to-date, real time delivery information.

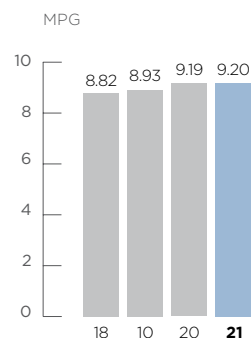
Recognising the impact of crossovers, we also completed the rollout of our mobile MIDAS - a fuel crossover detection system - to a portion of our retail fleet. MIDAS alerts drivers of a fuel crossover, shutting a valve to prevent different grade crossovers.

Fuel efficiency

In 2021 our miles per gallon (MPG) also improved to 9.20MPG (FY20: 9.19MPG), remaining well above the industry average of 7.9MPG¹.

This was driven by our commitment to ongoing improvement, having continued our fleet replacement programme to introduce a further 27 more fuel efficient tankers. Our drivers also took part in fuel efficient driving training aimed at providing them with the knowledge to adopt driving techniques that can further our fleet's efficiency.

To further reduce emissions from our own operations, and subsequent to year end, we began a pilot programme to trial B20 in a portion of our fleet. A higher percentage biodiesel fuel, B20 is cost effective and has less carbon emissions than standard diesel.



¹ Department for Transport, updated November 2017

Waste and wastewater

As a company which collects and transforms wastes, we are aware of the impact of our own waste and wastewater disposal and the need for the circular economy.

Across our business, we focus on using resources responsibly. Our aim is to increase the circularity of our existing operations and products to minimise waste.

Building on existing waste and wastewater reporting requirements for our biodiesel plants, we are expanding our data collection to include more timely and accurate reporting for other parts of the business. This will enable us to more accurately measure and track the improvements introduced in the years to come.

Waste

We follow the waste hierarchy and try to avoid waste whenever possible.

Digitalisation has helped reduce printing across the Group, and in our haulage business where we have adopted in-cab technology and paperless deliveries.

We contract with expert third party recycling experts in each region to manage our office recycling and minimise disposal to landfill.

We are required to log all waste that is disposed or recovered from our plants, and we comply with all regulations.

Wastewater

At our plants in the UK and the Netherlands, we focus on mitigating water pollution risks and protecting biodiversity. Any wastewater that leaves our sites either cleaned and discharged locally or sent to licensed sites for treatment and discharge following the waste hierarchy.

Energy consumption

This year we have more than doubled our renewable energy consumption across the Group.

Energy consumption increased across the group in 2021 as demand for road fuels returned and our biodiesel manufacturing facilities increased output.

We aim to have 100% of direct electricity purchases coming from renewable sources by 2025 or sooner.

Biodiesel plants

Our biodiesel plants contribute the most to energy usage across the business and we continue to investigate how we can reduce this further.

Regular maintenance schedules and continued investment in our plants keeps them in optimal condition, allowing us to operate them as efficiently as possible and increase output.

Following the transition of our UK plants to renewable electricity in late 2020, this year was the first full year our UK biodiesel plants ran off renewable electricity.

As part of recent upgrades at our Amsterdam plant, we have piloted the use of solar panels and energy saving measures. Following the success of this programme, we plan to replicate this at both of our UK biodiesel facilities.

Retail

Across our company-owned retail estate in Ireland and Canada, we are undertaking feasibility studies to understand what investments can be made to reduce their carbon footprint, such as the installation of solar panels on new-to-industry sites.

Energy consumption (MWh by type)	2021	2020
Non-renewable fuel ¹	100,494	89,920
Renewable fuel ²	6,281	5,579
Non-renewable electricity	62,610	66,229
Renewable electricity	23,807	6,755
Heat	317,573	315,494
Total non-renewable energy	480,677	471,643
Total renewable energy	30,088	12,334
Total energy consumption	510,765	483,977

¹ Natural gas and kerosene

² Biodiesel

Carbon emissions

We are committed to reducing emissions from our operations and the products we supply. Over the last five years, we have increased the greenhouse gas savings, as a result of using our fuels, by 97%.

Carbon emissions

Leveraging our expertise and continued leadership in waste-based renewables, we continually work to improve our processes and operate more efficiently.

In setting our commitments, we chose to separate our emissions into operational (Scope 1 and 2) and Scope 3, so that we can better measure progress made within our operational control. We have also chosen to focus on increasing the greenhouse gas savings made by our use of renewable fuels.

Guidance from the GHG Protocol, and the Science Based Targets Institute has been used in agreeing our commitments.

Based on our 2021 figures, we are expecting to meet our target of avoiding 8m tonnes CO₂e from the products we supply well ahead of 2030. As part of commitment to continual improvement, we will look to formulate a new target to ensure we continue to decrease the carbon emissions of our products.

¹ Carbon neutral is defined as a state of zero/neutral carbon dioxide emissions for scope 1 and 2 emissions, primarily through reducing/removing of emissions and then by balancing.

² Net zero is defined as a state of zero/neutral carbon dioxide emissions, primarily through reducing/removing of emissions and then by balancing (scopes 1, 2, and 3).

Task Force on Climate-related Financial Disclosures

We support the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

Climate change and the TCFD are standing items on the Board agenda, and this period we completed a gap analysis to understand where further disclosures are required. We are continuing work to align with the TCFD ahead of its mandatory implementation.

Capital expenditure

As we continue to expand our operations, this year we have agreed to prioritise growth capital in projects that will reduce our emissions.

We are committed to:

Carbon
neutral¹
operations
by 2035

(50% by 2030) against 2020 baseline.

Helping our customers

avoid
8mt CO₂e
by 2030

and 12mt CO₂e by 2035
with our products.

Achieving
net zero²

by 2050 or sooner.

2021 Group carbon emissions

Total CO₂e emissions increased across the Group in 2021, driven by an increase in European fuel supply as demand returned and stabilised following the easing of COVID-19 restrictions.

CO ₂ e emissions (metric tonnes) for the Company and subsidiaries	2021	2020
Scope 1 - direct emissions from operations	81,614	18,378
Scope 2 - indirect emissions from purchased energy	7,950	66,760
Scope 3 - indirect emissions relating to business travel, waste and water where available	106	182 ¹
Total	89,670	85,320
Intensity figures		
Tonnes CO ₂ e per cubic metre of product sold	0.0050	0.0055
Tonnes CO ₂ e per employee	56	n/a
Scope 3 - CO₂e emissions (metric tonnes) from business travel, waste and water²		
Flights, train, car travel	101	182
Waste and water	1,304	n/a
Total	1,405	182
CO₂e emissions (metric tonnes) by activity		
Renewables	56,131	60,580
Retail, marketing and supply - Europe	28,862	23,375
Retail, marketing and supply - Americas	4,672	1,345
Middle East	5	20
Total	89,670	85,320

Methodology

Conversions from Greenergy operational data have been calculated in accordance with the Defra Conversion Factors 2021 (version 2.0 expiry 31 May 2022), except for office workers where an industry standard carbon factor was used as government data was unavailable. We have included all emissions classified in Scope 1 (fuel combustion, company vehicles and fugitive emissions) and Scope 2 (purchased electricity) of the World Business Council on Sustainable Development and World Resources Institute Scope GHG Protocol. Following an independent review, natural gas and kerosene usage has been reclassified as Scope 1 in 2021, rather than Scope 2 (as it was in 2020). Certain aspects of Scope 3 have also been included as required, relating to business travel in addition to waste and water where information is available. Further Scope 3 emissions will be included from 2022. Emissions associated with office and travel have been allocated to the relevant business unit. kWh figures follow same methodology as CO₂ calculations, using conversion factor where necessary.

¹ 2020 Scope 3 emissions relate to indirect emissions from business travel

² 2020 Scope 3 emissions relate to indirect emissions from business travel, waste and water for all UK plants, and terminals/offices where information is available.

By blending biofuels into the gasoline and diesel we supplied in 2021, we helped our customers save 7.78 million tonnes of CO₂e compared with using the fossil fuel equivalent. This is equivalent to taking 3.8 million cars off the road.

This period, our total carbon footprint increased driven by an increase in our European fuel supply business, which delivered over 1.3m litres more fuel to our customers than in 2020.

This increase was partially offset by a reduction in our renewables business, where we benefited from our UK plants operating on renewable electricity for a full year, following the transition in late 2020.

To meet our targets, we are continuing to progress plans to reduce our carbon footprint further, and in 2022 we will also transition our Amsterdam plant to renewable energy. Across the business, we remain focused on reducing our emissions further.

This year, we undertook an independent review of our methodology. Applying the findings of that review, combined with additional data being made available (post account signings), 2020 figures have been restated and natural gas and kerosene usage reclassified. These reclassified figures will form the basis of our targets.

Renewables

Reflecting the transition of our UK plants onto renewable energy, emissions from our renewables production business decreased in 2021, totalling 56k mt CO₂e (2020: 61k mt CO₂e). Across our plants, yield continued to improve as benefit from historical investments to improve efficiency.

We continue to actively evaluate further measures to reduce emissions.

56k mt

CO₂e emissions in 2021
from our renewables

Our people

We focus on recruiting and developing people to help ensure we have the skills we need to safely deliver on our purpose to drive the decarbonisation of transport.

>1,500
employees globally

Our evolving workforce

In 2021, we employed over 1,500 people globally across eight regions in various office, infrastructure, haulage and retail roles, and increasing further from 2020. We also continue to offer apprenticeships, with 21 currently underway.

The Greenergy culture is one of inclusivity and we attribute our success to our people.

Our employees come from a variety of backgrounds and apply different perspectives to problem-solving, allowing us to continuously challenge and innovate creating solutions to support the energy transition. They also help us gain a better understanding of the communities in which we operate.

Our culture is based upon respect, regardless of role, age, race, gender or any other societal typecast.

Learning and development

By supporting learning, we are developing our people and ensuring we equip our business with the right skills and capabilities to deliver on our operations and strategy.

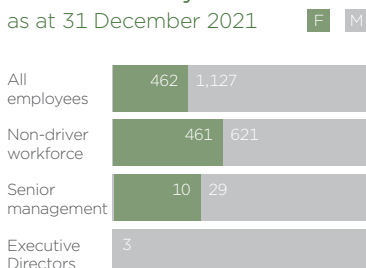
In 2021, staff from across the business completed over 14,000 training courses with direct business relevance.

With safety underpinning everything that we do, all staff across the business are required to participate in regular safety training, irrespective of their role.

This year, we also began a pilot, Development Pathways, that aims to support career progression through a series of learning and development initiatives in the Accounting and Transactional disciplines within the Finance team.

> [Development pathways page 40](#)

Gender diversity
as at 31 December 2021



> [Data sheets page 52-53](#)

Our people
in numbers*

535

office based staff

507

drivers in the UK

328

retail staff in
Canada and Ireland

219

Plants and
terminal staff

*As at 31 December 2021

Case study

Development pathways

In 2021, we implemented a new capability programme to support career progression through a series of learning and development initiatives aligned to technical and professional development.

'Development Pathways' is currently being piloted within our Finance team and supports our employees as they grow their careers in the Accounting and Transactional disciplines. These skills are underpinned by recognised qualifications delivered through Apprenticeship Standards.

The programme is aligned to four qualification levels: Intermediate, Advanced, Higher and Degree; and is being delivered in partnership with carefully selected training providers. Each employee who commits to joining a Development Pathway participates in training workshops, receives coaching and puts their learning into practice at work under the support and guidance of their Line Managers.



Staff wellbeing

Our people’s safety, physical wellbeing, and mental health is a priority.

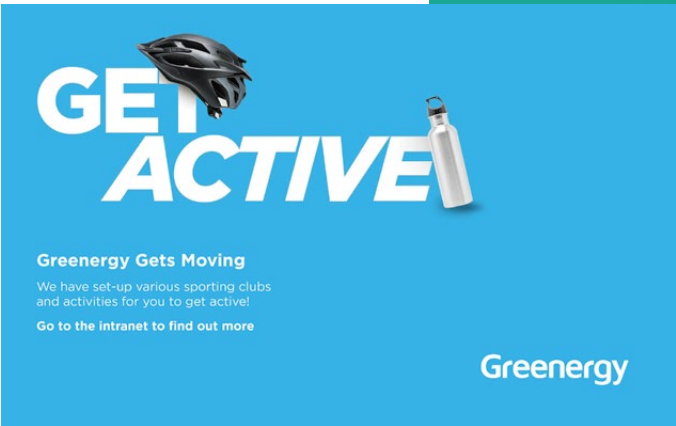
Our independent Employee Assistance Programme is available to all staff globally and their families. It offers free, confidential advice and counselling on various workplace and personal issues, including debt and money worries, managing work-related pressure and legal guidance on personal matters.

This year, as part of our commitment to continue tailoring our wellness offering to employees’ needs, we participated in the 2021 Mind Workplace Wellbeing Index run by Mind, an independent mental health charity.

In addition to all staff being able to access online mental health resources, we also held mental health awareness sessions for office-based staff across the Group.

To build on these efforts we continued to encourage mindful living with Headspace - a meditation app with unique tools and resources to help reduce stress and build resilience.

Our staff were also encouraged to participate in fitness and wellbeing challenges as part of our Gets Active, Gets Talking and Gets Arty campaigns.



Supporting local communities

Every year, we give back to local communities through our Group charity programme and other community initiatives.

£377k

was distributed to over 60 charities across the world in 2021

Charitable giving

We focus on supporting charitable causes with a direct identifiable human benefit through our Group charity programme.

Rather than allocating charity spending at a corporate level, staff from across all parts of the Group get together to determine where the funds are most needed, nominating not-for profit organisations of their choice.

In 2021, our budget of £377k was distributed to over 60 charities. These ranged from organisations providing palliative care, medical and humanitarian support to food banks and charities working to alleviate social isolation.

Canuck Place Children's Hospice

In Canada, our charity team nominated, Canuck Place – a free paediatric palliative care provider for children with life-threatening illnesses located in British Columbia.

Greenergy's donation was used to purchase a new bed, mattress, and a safety seating system for children unable to sit independently.





Palestine Children’s Relief Fund

Our team in Australia nominated the Palestine Children’s Relief Fund (PCRF). They provide medical and humanitarian support to injured and sick children in the Levant region.

Greenergy’s donation has gone towards multiple projects, one of which, is the PCRF Gaza Relief Amputee Project.



Cae Dai Trust, UK

One of our charity teams in the UK, nominated Cae Dai Trust – an organisation providing support for those affected by mental health problems, addiction or physical disabilities.

Sparrow Harrison MBE, founder of Cae Dai Trust, said, ‘without Greenergy’s support we would not be where we are today, helping and changing so many people’s lives.’



Disasters Emergency Committee, Ukraine appeal

After year end and in response to the humanitarian crisis in Ukraine, we donated over half of our 2022 charity budget to the Disasters Emergency Committee to help fund food, water, shelter, healthcare and protection.

In the community

We also work with our local communities through educational programmes that support STEM and charity activities led by our retail forecourt brands.



Supporting STEM education

As a business committed to delivering change through innovation in transportation fuels, we see science, technology, engineering, and math (STEM) education, as an important tool to unlock opportunities in the energy transition.

By engaging with local educational projects, we hope to demonstrate the opportunities in STEM, and support young people considering their futures.

Working with local secondary schools, this year we introduced the Greenergy Energy Challenge, a project where students investigate energy saving projects for their school and develop a business case with support of Greenergy staff that is presented to the adjudicating committee.



‘The Greenergy Energy Challenge is an excellent opportunity to expose our students to the energy industry and the vast array of different careers that are available to them. It is not only beneficial for our students and their education but also for the academy and the community as a whole.’

Humberston Academy

Inver's Leading Lights

Our Leading Lights programme in Ireland supports organisations that make an impact on children, education and families close to our Inver forecourt locations.

In 2021, the programme donated €54k to 60 charities nominated by our forecourt partners. To date there have been over 200 worthy recipients, including local schools, sports organisations and local charities.

'Leading Lights continues to grow each year, and it is so inspiring to hear and see how so many organisations are making a real difference in their local communities through this programme.' Chris O'Callaghan, Head of Ireland Retail and Supply, Greenergy.



leadinglights

Inver's nationwide community initiative

Little Blue Heroes Foundation

The Little Blue Heroes Foundation which was nominated last year by one of our forecourt partners, is an example of the impact this programme has within Inver's communities. Operating entirely by volunteers from the Irish Garda

(both current and retired) and other members of the community, the funds they receive go towards helping local families in need who have children undergoing long-term medical treatment for serious illnesses.



Governance

Our governance framework is integral to our success as we continually work to create sustainable long-term value and deliver on our strategy.

The Board

The Greenergy Group operates under a Corporate Governance Framework mandated by the Board of Directors (the 'Board') of the ultimate parent company - Greenergy Group Holdings Limited.

The Board consists of three Executive Directors: the Chief Executive Officer (CEO), Chief Financial Officer (CFO) and Chief Operating Officer (COO), and six non-executive directors, including a non-executive Chairman.

The Board meets regularly and has formal quarterly meetings along with a Strategy Day and five-year planning session. Subject matter experts from the business are regularly invited to attend these meetings to provide specialist insights.

These meetings serve as a mechanism to evaluate and review business operations and how they align with our growth strategy.

Sub-committees

There are six Board sub-committees, made up of subject matter experts, who consider and debate specific topics and make recommendations to the Board. These are:

- Process Integrity Committee
- ESG Committee
- Ethics Committee
- Remuneration Committee
- Audit Committee
- Internal Risk Committee

Subsequent to year end, a Capital Committee has also been formed.

Engaging with our stakeholders

Our stakeholders are essential for us to deliver on our mission to create value and drive transport decarbonisation through continued leadership in waste-derived renewables.

Considering the complex, global nature of our business, stakeholder engagement takes many forms ranging from external meetings and reporting on financial and operational performance to internal activities that support the delivery of our strategy as well as charity initiatives and programmes that benefit local communities. Our engagement also includes partnering with others to innovate and create solutions that support the energy transition.

Our key stakeholder groups include our staff, shareholders, customers and suppliers, local communities, government and financial institutions.

> For more information, read our Corporate Governance Report 2021, visit www.greenergy.com/reports

Governance framework

Board of Directors
 (Greenergy Group Holdings Limited [the 'Board'])
 Responsible for governance, long-term strategy, stewardship and approvals



- | | | | | | |
|-----------------------------|---------------|------------------|------------------------|-----------------|----------------|
| Process Integrity Committee | ESG Committee | Ethics Committee | Remuneration Committee | Audit Committee | Risk Committee |
|-----------------------------|---------------|------------------|------------------------|-----------------|----------------|

Executive Directors
 Recommend strategy for approval by the Group Board and collect necessary mandates on an annualised basis as well as on a case-by-case basis.

CEO

Chief Financial Officer

Chief Operating Officer



Executive Leadership Team
 Led by the CEO, the Executive Leadership Team manage the business on a day-to-day basis and have executive authority to make key decisions on operational, commercial and stakeholder matters.

Management Group

Subsidiary and Joint Venture Boards

Staff and other key stakeholders

Responsible business practices

Our policies guide our day-to-day operations and allow us to effectively manage our business and every interaction we have, whether with colleagues, customers, suppliers, or the communities in which we operate.

Health, Safety and Environment

We operate with safety and environmental care as our first priority. Our Process Integrity (PI) Policy and Security policy statements detail how Greenergy and its staff safeguard the safety and health of everyone who works for or otherwise interacts with our businesses. It also covers how we manage process safety, process assurance, quality control, environmental and security matters within the business.

Employment

Greenergy is committed to promoting equal opportunities in every area, including recruitment, employment, training, and promotion. It is our policy not to discriminate against any current or prospective employee.

Our employees have a right to work in an environment that is free from harassment and intimidation, and we expect all staff to respect and protect this right.

Our Anti-harassment and Bullying Policy is designed to prevent harassment and bullying at work and to provide protection for employees who consider that they are being harassed or bullied.

Code of conduct

Greenergy's Code of Conduct sets out our expectations for employee conduct. Governed by the Ethics Committee, the Code of Conduct is reviewed annually. All employees have to undertake training on it to ensure they understand what is expected of them.

As we operate in a highly regulated sector in different parts of the world, we work to ensure all our staff and stakeholders understand the ethical conduct Greenergy expects of them.

This year, we also launched a Code of Conduct for our Business Partners to ensure they are aware of the behaviours and expectations as well as the practices and standards they are to hold themselves up to.

> To read our Business of Conduct and Ethics Principles for Business Partners, visit: www.greenergy.com/policies

Ethics

We continually strive to conduct our business respectfully, ethically, and honestly. This is embedded in our culture and values, and underpins every interaction we have within the business and externally with our customers, suppliers and the communities in which we operate.

To ensure the ethical standards Greenergy sets are met, understood and shared by our supply chain, we actively engage with our business partners and encourage them to report actual or potentially inappropriate or illegal conduct and any related ethical concern they become aware of.

Internally, we also enable, encourage, protect and respect whistleblowers. Our employees are expected to report any unethical or illegal behaviour they become aware of immediately. A confidential Whistleblowers' Hotline is available 24 hours a day and accessible to all our employees in multiple languages. Whistleblowers are strongly encouraged to report without fear of retribution or retaliation, and our Code of Conduct reinforces this.

Anti-bribery and corruption

We take a zero-tolerance approach towards bribery and corruption, observing all applicable anti-corruption laws and regulations.

Our Anti-bribery and Corruption (ABC) Policy applies to all staff, in all regions, and outlines our expectation in relation to gifts and hospitality and internally, we maintain a hospitality and gifts register for complete transparency.

Any conflicts of interest are declared at least on an annual basis and recorded in a central register. We also review and assess these to ensure they do not affect our decision-making process.

These policies are included in our internal annual training programme and communications campaigns to raise staff awareness and ensure understanding and compliance. They also form part of the induction process for new starters.

Human rights and modern slavery

We treat all our staff and stakeholders with respect and dignity, and are committed to opposing slavery and human trafficking in any form.

We expect our staff, contractors, and suppliers to:

- Comply with all applicable legislation in the jurisdiction in which business is conducted;
- Adhere to good employment practices; and
- Take practical steps to verify whether their supply chains are free from slavery and human trafficking.

Our policies and practices are continually reviewed to ensure they encompass all parts of our growing business.

> **To read our Anti-Slavery and Human Trafficking Statement, visit:**
www.greenergy.com/policies

Tax

Greenergy is committed to full compliance with all statutory obligations and full disclosure to tax authorities in all regions we operate.

The group's tax affairs are managed in line with our overall high standards of governance.

Relationship with HMRC

In the UK, we remain committed to maintaining a cooperative and open working relationship with HMRC.

We continue to be a significant contributor to the Government Treasury receipts, making fuel duty payments of £4.5 billion (FY20: £4.4billion) and VAT payments of £1.8 billion (FY20: 1.2billion) during the year.

Sarbanes-Oxley Control Framework

With our ultimate parent company being US listed, the Group remains subject to the reporting requirements of the Sarbanes-Oxley Act of 2002 (SOX). We manage this through automated controls in line with our overall control framework.

> **To read our Tax Strategy, visit:**
www.greenergy.com/policies

Data sheets

	2021	2020
Group KPIs		
Haulage fleet – miles per gallon	9.20	9.19
Safety record (incident rate per 100,000 hours works)		
Fatalities	0	0
Reportable events	0.1	0
Reportable injuries	0.1	0.1
Lost time injuries	0.6	0.3
Minor injuries	1.3	1.3
Near misses	3.9	7.9
Hazard observations	154.3	184.0
Hours worked	3,346,649	2,808,487
Process Integrity Audits		
Number conducted annually	106	101
Environment		
CO₂e emissions for the Company and subsidiaries (metric tonnes)		
Scope 1 – direct emissions from operations	81,614	18,378
Scope 2 – indirect emissions from purchased energy	7,950	66,760
Scope 3 – indirect emissions relating to business travel, waste and water where available	106	182 ¹
Total	89,670	85,320
Intensity figure (tonnes CO ₂ e)		
Tonnes CO ₂ e per cubic metre of product sold	0.0050	0.0055
Tonnes CO ₂ e per per employee	56	73
Scope 3 CO₂e emissions from business travel, waste and water² (metric tonnes)		
Flights, train, car travel	101	182
Waste and water	1,304	n/a
Total	1,405	182

Methodology

Conversions from Greenergy operational data have been calculated in accordance with the Defra Conversion Factors 2021 (version 2.0 expiry 31 May 2022), except for office workers where an industry standard carbon factor was used as government data was unavailable. We have included all emissions classified in Scope 1 (fuel combustion, company vehicles and fugitive emissions) and Scope 2 (purchased electricity) of the World Business Council on Sustainable Development and World Resources Institute Scope GHG Protocol. Following an independent review, natural gas and kerosene usage has been reclassified as Scope 1 in 2021, rather than Scope 2 (as it was in 2020). Certain aspects of Scope 3 have also been included as required, relating to business travel in addition to waste and water where information is available. Further Scope 3 emissions will be included from 2022. Emissions associated with office and travel have been allocated to the relevant business unit. kWh figures follow same methodology as CO₂ calculations, using conversion factor where necessary.

¹ 2020 Scope 3 emissions relate to indirect emissions from business travel.

² 2021 Scope 3 emissions relate to indirect emissions from business travel, waste and water for all UK plants, and terminals/offices where information is available.

	2021	2020
CO₂e emissions by activity (metric tonnes)		
Renewables	56,131	60,580
Retail, marketing and supply – Europe	28,862	23,375
Retail, marketing and supply – Americas	4,672	1,345
Middle East	5	20
Total	89,670	85,320
Energy consumption by type (MWh) > Energy consumption page 34		
Non-renewable fuel	100,494	89,920
Renewable fuel	6,281	5,579
Non-renewable electricity	62,610	66,229
Renewable electricity	23,807	6,755
Heat	317,573	315,494
Total non-renewable energy	480,677	471,643
Total renewable energy	30,088	12,334
Total energy consumption	510,765	483,977
Water (m ³)		
Water use/consumption	604,278	601,959
Waste (metric tonnes)		
Total waste	31,993	39,770
Waste diverted from landfill	31,258	35,382
Renewables		
Biofuel supply chain audits	42	31
Biofuel carbon saving (%)	79.18%	81.29%

Data sheets

	2021	2020
Biodiesel blends (%)		
Used Cooking Oil (UCO)	99.67%	78%
Food waste	0.02%	6%
Other waste	0.31%	3%
Crops	0%	13%
Bioethanol blends (%)		
Waste materials	28.45%	49%
Corn	56.95%	29%
Wheat	8.93%	6%
Sugar beet	0%	1%
Sugar cane	5.67%	15%
Our people		
Group workforce		
Gender ratio (M:F)		
All employees	1,127:462	1,033:302
Non-driver workforce	621:461	562:301
Senior management	36:8	36:8
Executive Directors	3:0	3:0
Employees by region		
UK	1,047	1,003
Ireland	226	23
Asia	15	13
Netherlands	36	28
Canada	222	215
USA	4	5
Brazil	10	16
India	29	32

	2021	2020
Employee type		
Office	535	508
Drivers	507	472
Infrastructure	219	232
Retail	328	123
Age		
<19	0.7%	0.67%
20 - 29	10.9%	12.95%
30 - 39	24.8%	23.84%
40 - 49	27.8%	26.40%
50 - 59	26.5%	27.39%
60 - 69	9.1%	8.50%
>70	0.2%	0.25%
Training		
Different courses available	351	319
Total of hours training	10,395	5,153
Total number of courses completed	14,745	25,169
Health, safety, security and environment training hours	4,025	2,340
Charity		
Group charity budget	€377,000	€362,500
Inver Leading Lights community investment (Ireland)	€54,000	€54,000

Accreditations

Award, ranking or certification	Company/entity	Awarding organisation	Country of certification	Year received
Driver and Vehicle Standard Agency earned recognition	Greenergy Flexigrid Limited	DVSA	United Kingdom	2020 cont. 2021
Fleet Operator Recognition Scheme - Bronze	Greenergy Flexigrid Limited	FORS	United Kingdom	2020 cont. 2021
ISCC (International Sustainability and Carbon Certification)	Greenergy Biofuels Limited	Control Union Certifications Germany GmbH	United Kingdom	2021
ISCC (International Sustainability and Carbon Certification)	Greenergy Biofuels Teesside Limited	Control Union Certifications Germany GmbH	United Kingdom	2021
ISO 9001:2015	Greenergy Flexigrid Limited	WQA	United Kingdom	2020 cont. 2021
SO 14001:2015	Greenergy Flexigrid Limited	WQA	United Kingdom	2020 cont. 2021
ISO 45001:2018	Greenergy Flexigrid Limited	WQA	United Kingdom	2020 cont. 2021
ISO 9001:2015 Recertification Audit	Greenergy Fuels Limited	SGS	United Kingdom	2021
ISO 9001:2015 Surveillance Audit	Greenergy Fuels Limited	SGS	United Kingdom	2020
ISO 9001:2015 Surveillance Audit	Greenergy Fuels Limited	SGS	United Kingdom	2022
ISO 9001:2015	Greenergy Terminals Limited	SGS	United Kingdom	Re-certified in 2021)
ISO 14001:2015 ISO 9001:2015 OHSAS 18001:2007 (now ISO 45001:2018)	Greenergy Biofuels Teesside Limited and Greenergy Biofuels Limited (integrated management system)	Lloyds Register	United Kingdom	2019 (3 year certificate)
RoSPA Highly Commended Manufacturing Sector Award	Greenergy Biofuels Limited and Greenergy Biofuels Teesside Limited	Royal Society for the Prevention of Accidents	United Kingdom	2021
RoSPA Gold Medal	Greenergy Biofuels Limited	Royal Society for the Prevention of Accidents	United Kingdom	2021 (10 consecutive gold medals)
RoSPA Gold Medal	Greenergy Biofuels Teesside Limited	Royal Society for the Prevention of Accidents	United Kingdom	2021 (6 consecutive gold medals)
RoSPA Gold Medal	Greenergy Terminals Limited	Royal Society for the Prevention of Accidents	United Kingdom	2021 (8 consecutive gold medals)

Greenergy

198 High Holborn, London WC1V 7BD, UK

For more information visit

www.greenergy.com