LondonEnergy

Powering the Circular Economy

2023

Sustainability Report

Reuse, Recycle and Create Energy

Supporting sustainable art exhibition
Sculptor: Hasan Ozudogru


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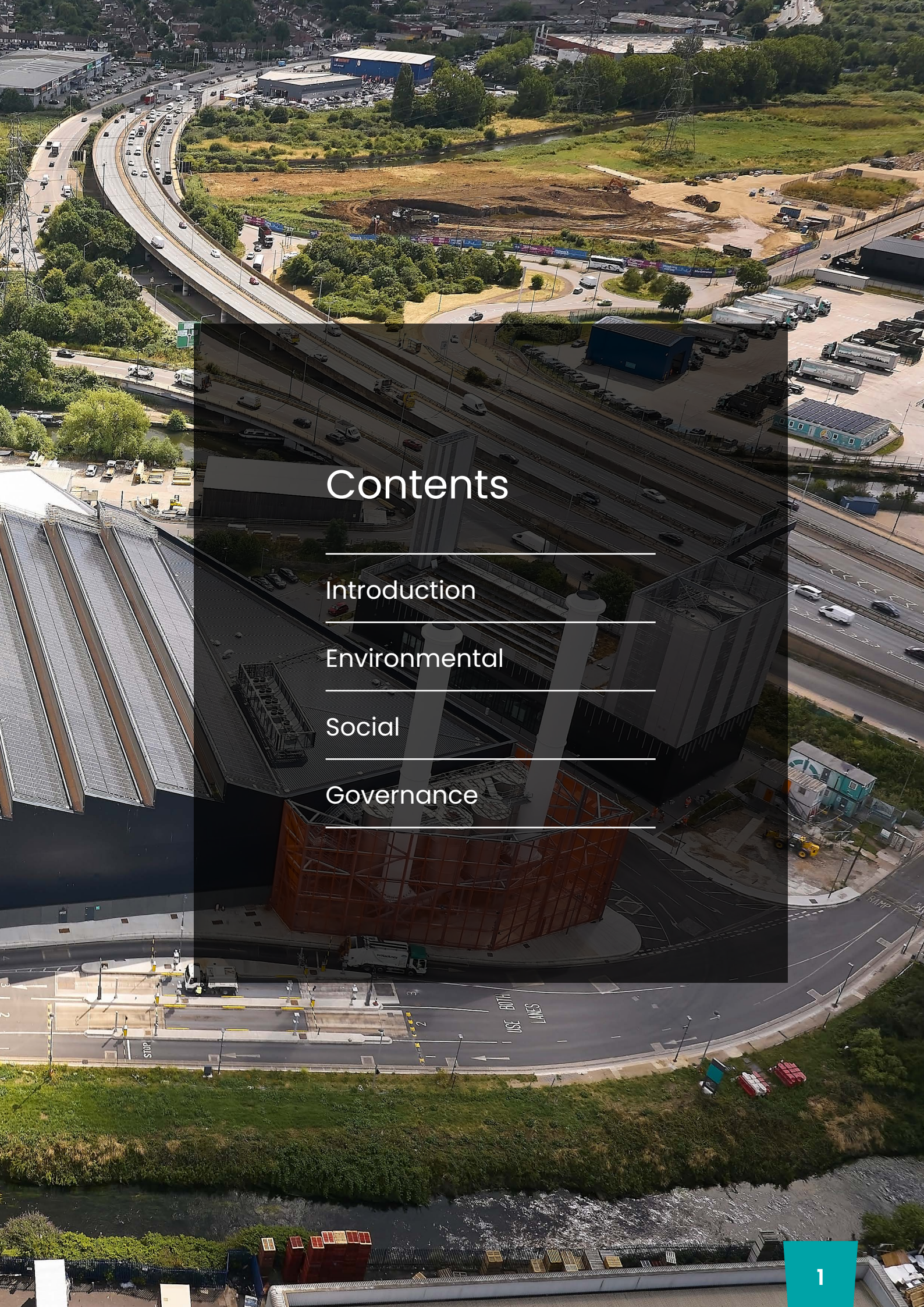

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Introduction

This sustainability report sets out our environmental, social and governance objectives, and highlights our achievements during the 2023 financial year.

Welcome

As Managing Director of LondonEnergy, I am pleased to present our 2023 Sustainability Report, showcasing our ongoing commitment to environmental stewardship, social responsibility, and sustainable development.

In an era in which climate change and resource management are critical global challenges, LondonEnergy continues to play a vital role in keeping London clean and green. Our efforts in waste management, recycling, and energy production directly contribute to the United Nations Sustainable Development Goals, particularly SDG 7 (Affordable and Clean Energy), SDG 11 (Sustainable Cities and Communities), SDG 12 (Responsible Consumption and Production), and SDG 13 (Climate Action).

This year, we've made significant strides in our sustainability journey. We've managed approximately 614,000 tonnes of waste, diverting 99.8% from landfill. Our energy recovery facility generated enough electricity to power over 75,000 homes, contributing to London's clean energy needs. We've also expanded our recycling initiatives, introducing new schemes for hard plastics, polystyrene, and carpets, further reducing waste sent for incineration.

Our commitment to sustainability extends beyond our core operations. We've strengthened our governance framework, focused on the importance of our culture, and continued our community engagement through various initiatives, from supporting sustainable art exhibitions to sponsoring local sports teams.

As we look to the future, we're excited about the possibilities that lie ahead.

This report not only highlights our achievements but also transparently addresses our challenges and areas for improvement. We believe that by continually evaluating and enhancing our practices, we can drive meaningful change in our industry in a way that influences other sectors

Thank you for your interest in our sustainability efforts. Together, we can build a cleaner, greener, and more sustainable future for London and beyond.

Jim Kendall
Managing Director
LondonEnergy Limited

About Us

LondonEnergy provides an essential waste management service to over two million residents living in North London, playing a key role in keeping London clean and green.

For more than half a century, we have been serving North London by processing household waste and generating electricity from it.

Following the waste hierarchy, We screen and sort the waste we receive so we can dispose of it in the most efficient and sustainable way possible.

We recycle 200,000 tonnes of waste each year from various sources including garden and food waste from household collections, as well as items brought to our Reuse and Recycling Centres.

When household waste is unsuitable for recycling, we create energy from it. Through our Energy Centre we generate enough electricity to power over 75,000 homes every year.

LondonEnergy is a publicly owned company formed in 2016, but our history goes back much further. From 1994, we were LondonWaste Limited, which had its roots in the Edmonton Solid Waste facility.

The EcoPark is being redeveloped to build the greenest Energy Recovery Facility (ERF) in the country and modern recycling facilities. We are determined to keep treating North London's waste for the next 50 years and recover more energy.

Our Vision for Sustainability

As a company that manages waste, protecting and enhancing the environment is central to what we do. Reusing, recycling and creating energy from waste all helps to reduce our impact on the environment, conserving resources, mitigating the effects of climate change, and contributing to the UK's efforts to reach its 2050 goal of Net Zero carbon emissions.

For us, though, sustainability goes beyond just considering the impacts of our work on the environment. The social aspects of our work are equally important: the way that, through our activities, we support our employees, contribute to the communities that we are part of, and make a difference to society more widely. Then there is the way that we run our own business: the standards that we set ourselves, our internal processes, our leadership, and the ethics that we work to. The three pillars – considering our Environment, our Social Impact and our Governance – form the basis of our sustainability strategy, and provide the structure of this report.

Aligning Our Work with the SDGs

At LondonEnergy, we know that our work around sustainability does not take place in a vacuum. We use the United Nation's Sustainable Development Goals (SDGs) to guide and structure our activities, ensuring that they are contributing to a more prosperous, fair and sustainable world.

In particular, we see sustainable waste management and energy generation, and the way that we work more broadly, as playing a key supporting role in reaching a few key SDGs:

Environmental:

SDG 7: Affordable and Clean Energy (providing access to affordable, reliable, sustainable and modern energy)

SDG 12: Responsible Consumption and Production (ensuring that consumption and production patterns are sustainable)

SDG 13: Climate Action (taking urgent action to combat climate change and its impacts)

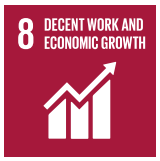
Social:

SDG 3: Good Health and Wellbeing (supporting healthy lives and promoting wellbeing)

SDG 10: Reduced Inequalities (both within and between countries)

SDG 11: Sustainable Cities and Communities (making cities and other human settlements inclusive, safe, resilient and sustainable)

Governance:



SDG 8: Decent Work and Economic Growth (promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work)

Overarching SDGs:

SDG 9: Supporting Industry, Innovation and Infrastructure (building resilient infrastructure, promoting inclusive and sustainable industrialisation and fostering innovation)

SDG 17: Working in Partnership towards the Goals (strengthening and revitalising the Global Partnership for Sustainable Development)

About this Report

In order to provide a holistic framework for evaluating and communicating LondonEnergy's sustainability efforts, we have set out our activities below, under the headings Environmental, Social and Governance (ESG).

The Environmental aspect relates to the way that our environmental footprint is managed, such as our efforts to reduce carbon emissions and conserve resources.

The Social aspect focuses on our engagement with our employees, our community and society more broadly, covering topics such as employee welfare and community participation.

Lastly, the Governance aspect examines our internal processes and leadership structure, evaluating areas such as corporate governance and ethics.

This is the second annual sustainability report that LondonEnergy has produced. Given the company's close relationship with our community, the report has an important focus on the Social impact of our activities in 2023.

Environmental

Our Vision for the Environment

Streamlined Energy and Carbon Reporting (SECR)

Waste Incineration Best Available Techniques Reference Documents (WIBREF)

Emissions Data

Recycling Schemes

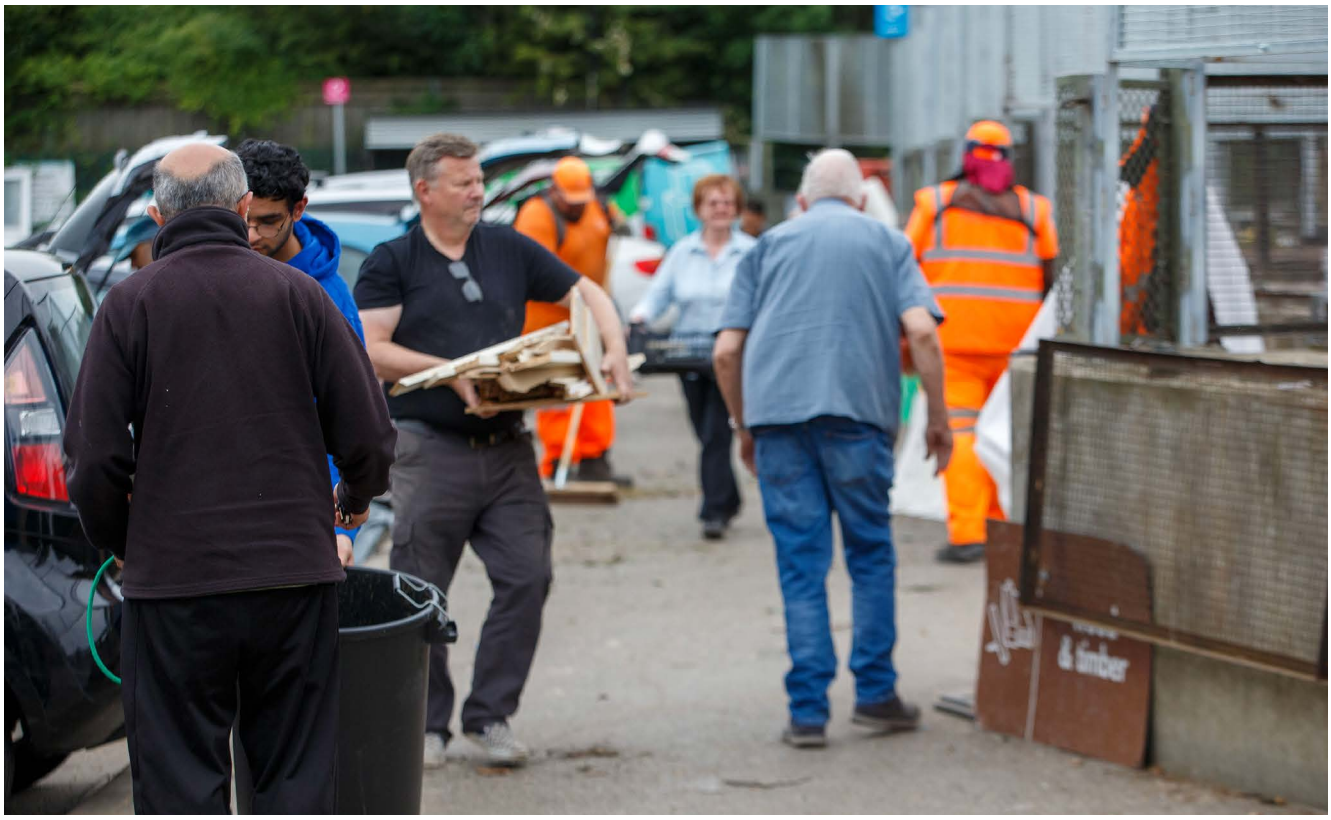
Sustainable IT

Our Vision for the Environment

As a company that specialises in waste management and recycling, our primary goal is to protect the environment. We achieve this by ensuring that the waste we handle is disposed in ways that reduce pollution and negative environmental effects. We continuously work to improve our environmental impact by using fewer natural resources, following the waste hierarchy and complying with the monitoring requirements of our operational environment permit.

Every year, we manage approximately 200,000 tonnes of recyclable materials from various sources. Our commitment is to divert as much as possible from landfill by separating recyclable items from the waste stream. Items such as wood, cardboard, plastic and mattresses are removed from the waste stream and are sorted at our waste transfer stations, prior to being sent to an approved waste contractor that can recycle and re-use the materials.

When waste cannot be recycled our aim is to divert it from landfill, by processing it at our Energy from Waste Plant. During this process the heat that is produced generates superheated steam, driving turbines to produce electricity. We export around 85% of this energy to power homes and businesses. The remaining 15% serves our operations and businesses at our EcoPark.



Our Vision for the Environment

In 2023, LondonEnergy handled and treated waste from the seven North London Boroughs as set out below:

2022	2023
Total Waste Handled: 697,000 tonnes	Total Waste Handled: 641,000 tonnes
RRC Recycling Rate: 75% 25,000 tonnes	RRC Recycling Rate: 75%
Waste to Energy: 489,000 tonnes	Waste to Energy: 474,000 tonnes
Electricity Generated: 251,000 MwH's	Electricity Generated: 241,000 MwH's
Waste Sent to Landfill: 0.3% 2,000 tonnes	Waste Sent to Landfill: 0.2% 0 tonnes

Total Waste Handled

We handled over 600,000 tonnes of waste, the majority originating from the seven north London boroughs, including from the six Reuse and Recycling Centres (RRCs) operated by LondonEnergy.

RRC Recycling Rate

Of the waste sent to the six RRCs, which we manage on behalf of the North London Waste Authority, we were able to recycle 75%.

Waste to Energy

Waste received that cannot be recycled goes to our Energy from Waste (EfW) plant to be incinerated. The waste is burnt, and the heat that is generated creates superheated steam, which drives the turbines to generate electricity.

Electricity Generated

The resulting electricity not only powers our operations around our EcoPark but also provides energy to homes and businesses in North London.

Waste Sent to Landfill

In 2023 we successfully diverted 641,000 tonnes of waste from going into UK landfill sites, however 1,200 tonnes were sent to landfill. This waste was the byproduct of converting 474,000 tonnes of waste into energy.

Streamlined Energy and Carbon Reporting (SECR)

Under the Streamlined Energy and Carbon Reporting (SECR) Regulations, we are required to disclose our UK energy usage and associated greenhouse gas (GHG) emissions. The SECR is an important tool in promoting environmental transparency.

By providing detailed energy and carbon data, SECR helps organisations identify opportunities for energy savings and efficiency improvements, contributing to the UK's Net Zero 2050 goals.

Calculating our energy use and emissions

To help us be as transparent as possible, it is important that we use robust and accepted methods to calculate our energy use and emissions.

The data we provide below has been calculated using the latest reporting guidelines from Defra (the Department for Environment, Food and Rural Affairs) and BEIS (Department for Business, Energy & Industrial Strategy) emissions factors.

The period covered for the purposes of the Streamlined Energy and Carbon Reporting is 1 January 2023 to 31 December 2023 and our calculations are made within the following categories:

- Direct emissions from our processes, buildings, and transport-related energy use: diesel, gasoil and natural gas (Scope 1)
- Indirect emissions resulting from our electricity use (Scope 2)
- Indirect emissions resulting from business travel and transmission and distribution losses (Scope 3).

Our operations involve the use of a number of different kinds of energy, including diesel (in the transportation of waste to our sites), electricity and gas. These are reflected in our calculations on the following page.

Streamlined Energy and Carbon Reporting (SECR)

Element	2022	2023
Direct emissions (scope 1) – natural gas and diesel consumption, tonnes of CO2e	2,633	1,991
Indirect emissions (scope 2) – from purchased electricity, tonnes of CO2e	175	207
Total (scope 1 & 2) tonnes of CO2e	2,808	2,198
Other indirect emissions (scope 3) – business travel and transmission and distribution losses, tonnes of CO2e	20	20.15
Gross total emissions, tonnes of CO2e	2,827	2,218
Intensity ratio (gross emissions) – kgs of CO2e per tonne of waste treated	4.21	3.61
Energy		
Total energy consumption (MWh)	11,956	9,636
Generated energy (MWh)	250,952	241,315
Waste		
Waste managed – tonnes	672,383	614,841
Emissions saved by diverting waste from landfill	-300,020	-305,604

In 2023, there was a decrease in gross total emissions compared to 2022, notably in scope 1 emissions, leading to an overall reduction in the intensity ratio (emissions per tonne of waste treated) from 4.21 to 3.61.

This decline in scope 1 emissions can be attributed to the shutdown of our Temporary Bulky Waste Recycling Facility (TBWRF). This has allowed the construction of our new Energy Recovery Facility (ERF), replacing the TBWRF, and thus we expect to see scope 1 emissions reduce further in 2024 as this new facility becomes operational.

LEL is introducing measures to reduce our scope 1 and 2 emissions. This is predominantly driven by the company's sustainability steering committee, set up in 2023. Some examples of measures we're taking to reduce scope 1&2 emissions include the addition of electric vehicles into our lorry fleet, and the inclusion of solar panels across the roof of our newly built ERF facility.

Energy consumption by LEL itself has decreased in 2022-23 by 2,320MWh. Again this is likely to be partially due to the closure of the TBWRF, though it may also reflect some of the work put in by our sustainability steering committee to reduce our on-site electricity consumption.

Waste Incineration Best Available Techniques Reference Documents (WIBREF)

WI BREF is a comprehensive guideline developed by the European Union to set binding minimum performance standards for waste incineration installations. The main goal is to minimise the negative environmental impact of waste incineration processes. These standards were last updated in December 2019, with the implementation date of December 2023 for operators.

One of the main changes associated with WI BREF is the reduction of Emission Limit Values (ELVs) across air emission pollutants, which are enforced through operators' environmental permits. Table 1 illustrates the reduction in ELVs that was implemented in December 2023 for the LondonEnergy operational site.

Pollutants	Daily average ELV (Pre-December 2023) (mg/Nm3)	WI BREF implementation (Post December 2023) daily average ELV (mg/Nm3)*
Particulate Matter	10	5
Nitrogen Oxides	200	180
Sulphur Dioxide	50	40
Total Organic Carbon	20	10
Hydrogen Chloride	10	8
Hydrogen Fluoride	2	1
Mercury	0.05	0.02
Cadmium and Thallium	0.05	0.02
Sum of Antimony, Arsenic, Lead, Chromium, Cobalt, Copper, Manganese, Nickel and Vanadium	0.5	0.3

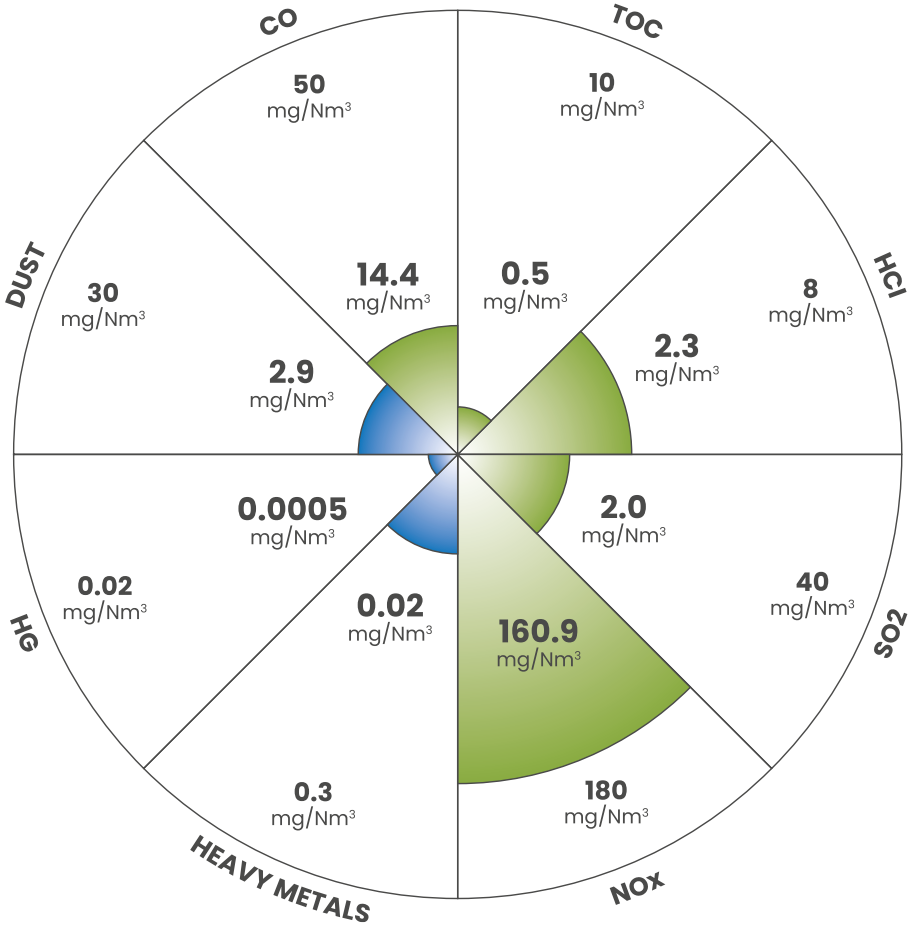
*ELVs are dependent on the specific incineration technology, and whether the facility is old or new.

Throughout 2023, LondonEnergy has carried out improvement work and made modifications to its abatement processes, to allow a smooth transition in meeting the lower ELVs. Examples include a complete filter bag change across all compartments of the flue gas treatment plant. The 2023 Average emission data shows that we continue to operate within the limits for our permitted pollutants, and we will continue to operate in compliance following the December WI BREF implementation.

Emissions Data

Air Quality

Our energy from waste operations are subject to stringent air quality emissions limits, and our emissions are continuously monitored through certified equipment to provide accurate readings. The emission limits are set out in our environment permit, which is regulated and governed by the Environment Agency, the principal authority relating to the protection and enhancement of the environment in England.



Key

- **Periodic/daily average emission unit values** as specified in the site Environmentol Permit
- **Performance 2023: The daly average values** of the continuously measured parameters
- **Performance 2023: The average value** of periodically measured parameters

Emissions Data

Ash recycling

Any remaining ash from waste treatment is recycled by sending it to third-party facilities. Regular sampling and analysis support its classification as a reusable material, particularly for aggregates.

Throughout 2023, a total of 86,389 tonnes of Intermediate Bottom Ash (IBA) was sent to processing facilities, producing aggregate as a final product. This is a prime example of utilising the waste hierarchy for re-use purposes for waste products.

Water management

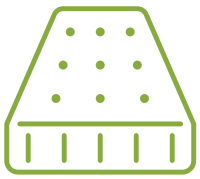
We maintain strict standards for water released to sewers, with quarterly samples being sent for accredited lab testing. Surface water emissions are also monitored quarterly. Discharges from our operations are made with the consent of Thames Water, and in line with reporting requirements, with regular laboratory testing.

Sustainable transport

We continue to increase the range of electric vehicles that we use, to make our transport more sustainable. In 2023 we introduced a fully electric HGV, which joins our other fully electric vehicles that are already in operation: pool vehicles that our employees use whilst travelling to other sites, and vans that are used both in our facilities and by our RRC team.

Recycling Schemes

Mattresses



In 2021, we began removing mattresses from the general waste stream and send them for recycling. Since then we have sent 245,785 mattresses to be recycled which is 962 tonnes removed from waste sent for incineration.

Hard plastics

In February 2023, we trialled the recycling of hard plastics at our Regis Road RRC. Its success allowed us to expand the scheme to another two RRCs, Hornsey Street and South Access Road. Since the scheme started, we have recycled 127 tonnes of hard plastics which otherwise would have been sent to the incinerator in general waste.

Polystyrene

In late 2021, LondonEnergy introduced polystyrene recycling to our RRCs. Since then, we have recycled 15.4 tonnes, diverting even more waste.

Polystyrene recycling is less common in the waste management industry as it is difficult to sort from other types of plastic waste, demonstrating our commitment to innovative waste management solutions.

Carpets

LondonEnergy identified that carpets were an item frequently being placed in our general waste bins across our RRCs. In October 2023, we trialled a carpet recycling scheme at South Access Road. It was so successful that we have just extended the scheme to another two RRCs, Hornsey Street and Summers Lane. In the short period of this scheme running, we have already recycled 41 tonnes.

Paint

It is estimated that 50 million litres of paint of the 320 million litres sold in the UK each year goes to waste. This left-over paint is either thrown away or stored in homes or garages despite over 50% of it being reusable. LondonEnergy is keen to reduce how much goes to waste that is brought into our recycling centres. We assess all paint that is brought into the RRCs and separate any that could be reused. We run a scheme that allows residents to take any reusable paint for their own use at home or for local charity/community group projects.

LondonEnergy also works closely with a local charity FRP (Forest Recycling Project) that collects paint and resells it in its shop to residents of North London at a discounted rate. We also work with the Community RePaint Network to advertise our scheme to wider audiences.

Sustainable IT

A number of separate initiatives demonstrate our commitment to reducing the environmental impact of our use of IT.

Our increasing use of the Cloud helps us to consume less energy. We are also committed to sourcing energy-efficient and durable computer hardware, reducing the need to replace equipment and minimising e-waste.

All of our PCs now automatically enter sleep mode after 15 minutes of inactivity: this feature is enabled to help save energy and reduce our carbon footprint.

We have begun to recycle our computer hardware, ensuring that materials are reused and waste is minimised.

We have also introduced a responsible IT equipment disposal initiative: all of our old IT equipment is now disposed-of through trusted companies. These partners follow stringent environmental guidelines to ensure that no harm is caused to the environment during the disposal process.

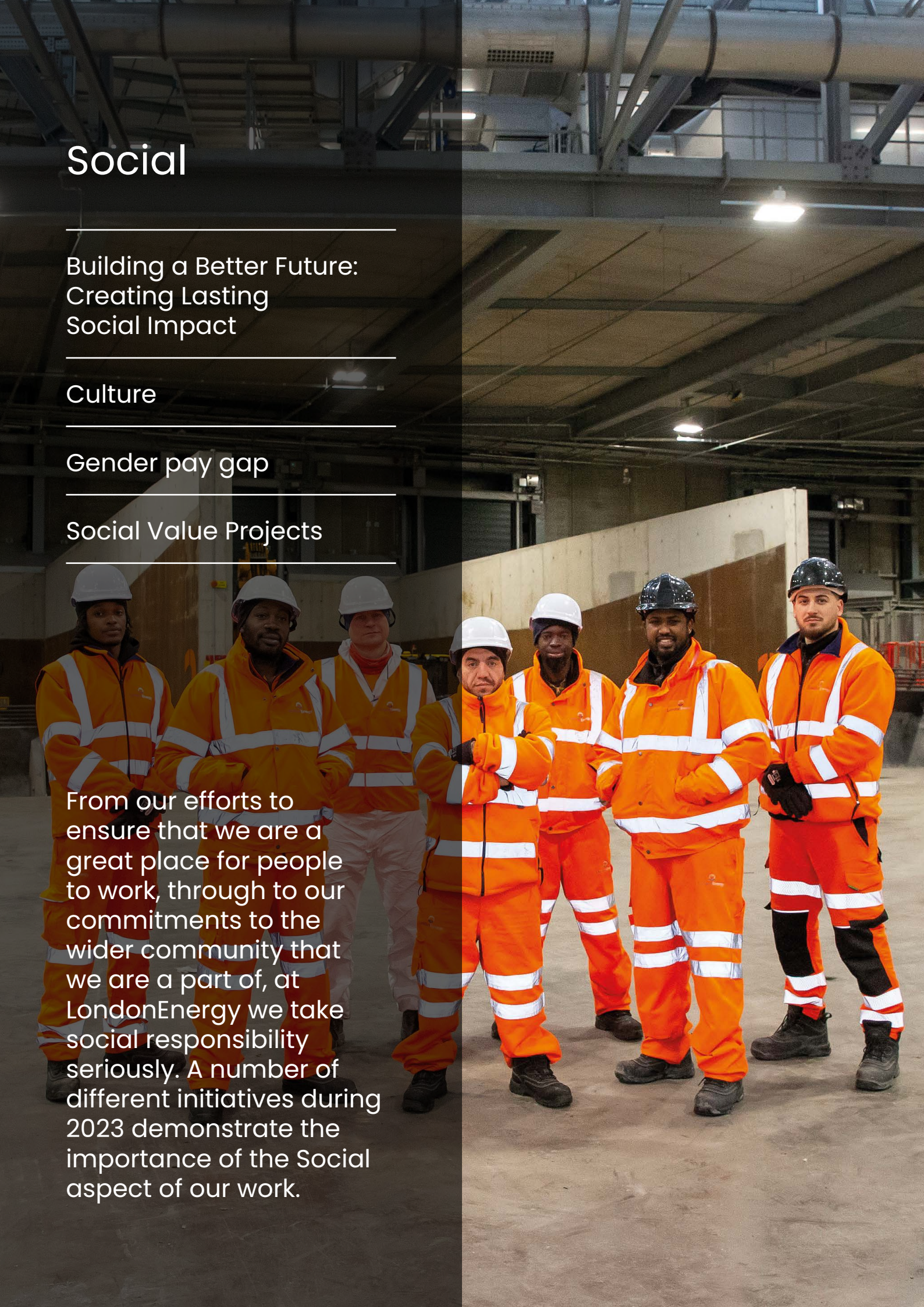
Social

Building a Better Future: Creating Lasting Social Impact

Culture

Gender pay gap

Social Value Projects



From our efforts to ensure that we are a great place for people to work, through to our commitments to the wider community that we are a part of, at LondonEnergy we take social responsibility seriously. A number of different initiatives during 2023 demonstrate the importance of the Social aspect of our work.

Building a Better Future: Creating Lasting Social Impact

At LondonEnergy, our people and community lie at the heart of everything we do. In 2023, we continued our journey of fostering a positive, inclusive workplace and expanding our commitments to the wider communities we serve. As chair of our People and Remuneration Committee, I am proud of the strides we have made this year in supporting our employees, advancing gender equality, and contributing to local initiatives that reflect our core values of sustainability and social responsibility.

Our commitment to being a great place to work has been strengthened by our new partnership with Culture15, allowing us to gain deeper insights into our workplace culture and ensuring that we are continuously evolving to meet the needs of our people. Additionally, we are focused on closing the gender pay gap and creating more opportunities for women, particularly in operational roles, as part of our broader business strategy.

Beyond the workplace, our impact extends into the wider community through a variety of initiatives. Whether it's sponsoring local events, supporting sustainable art exhibitions, or providing resources to schools and charities, LondonEnergy is dedicated to making a meaningful difference. These efforts align with our sustainability goals and demonstrate our ongoing commitment to Social Values.

I invite you to explore the full report, which highlights our achievements across culture, gender equality, and community engagement. Together, we are building a more sustainable future for all..

Rebecca Rennison

Rebecca Rennison

Chair of Remuneration & People Committee

Culture

As part of our ongoing commitment to foster a sustainable and thriving workplace environment, in 2023 we partnered with Culture15, a leading platform designed to help organisations to measure and manage their culture. This collaboration marks a significant step in our journey towards creating a more inclusive, engaging and culture-driven workplace.

Culture15 offers a comprehensive suite of tools and analytics that helps companies to gain deep insights into their cultural dynamics. By leveraging Culture15's expertise, we aim to better understand the current state of our workplace culture and identify areas for improvement. This partnership aligns with our sustainability goals by ensuring that our internal practices promote a positive and supportive work environment.

To support this process, we have conducted a Culture15 survey to gather valuable feedback from all employees. The insights that this survey provides will be crucial in helping us shape a workplace culture that reflects our values and supports our long-term sustainability objectives.

Gender Pay Gap

Mean Pay:

Males	Females	Pay Gap
£25.72	£30.50	-£4.78

In LondonEnergy the mean pay for females is £4.78 higher than that of males, reflecting a negative pay gap of 18.6%. This means that, on average, women earn 18.6% more than men.

Median Pay:

Males	Females	Pay Gap
£19.89	£18.99	-£4.78

The median pay gap is much narrower, with men earning £0.90 more than women, which results in a 4.5% pay gap. The median is considered a more accurate reflection of typical pay because it's less affected by high earners at the top of the scale. At LondonEnergy we have a small gap in favor of men at the median level.

Quartile Pay Distribution:

Looking at our quartile pay distribution at LondonEnergy we can see

Lower Quartile 2022:

Lower Quartile 2023:

The lower quartile majorly comprises of men, with 89.1% representation, highlighting that men predominantly occupy the lowest-paying positions, while women account for just 10.9%

Gender Pay Gap

Lower Middle Quartile 2022:

Lower Middle Quartile 2023:

A similar pattern is observed in the lower-middle quartile, where men continue to account for 89% of employees in these roles

Upper Middle Quartile 2022:

Upper Middle Quartile 2023:

This quartile shows an even greater disparity, with 95.6% of males in these roles, suggesting that men are more concentrated in mid-to-higher-paying jobs.

Upper Quartile 2022:

Upper Quartile 2023:

In the upper quartile, women are better represented, by they still constitute on 15.4% of employees in the highest-paid positions, while men dominate this quartile with 84.6%

Gender Pay Gap

We are encouraged by our mean pay gap results, which demonstrate that while we continue to work toward improving gender balance across our workforce, we already have women in senior roles. This is positively reflected in our pay gap figures

As part of LondonEnergy's business strategy, we are committed to increasing the presence of female employees within the company, especially in operational areas.

Currently we have 367 employees, with women accounting for 11% of our workforce, and 3.5% of managerial-level appointments.

The gender pay gap is the difference between the average hourly pay of women and men. Today, on average, mean pay for women is higher than for men throughout the company. Women earn £1.28 for every £1 that men earn, comparing median hourly pay.

When comparing mean (average) hourly pay, women's income is 37% higher than men's. Women hold 20% of the highest-paid jobs, and 14% of the lowest-paid.

The mean bonus pay gap is in women's favour by 14.3%, while the median bonus pay gap is 33.3% in favour of men.

It is important to note that the gender pay gap differs from equal pay, a legal requirement that men and women must get equal pay for 'equal work'.

Social Value Projects

More Than History Fashion Show

In 2023 LondonEnergy helped to celebrate Black History Month (BHM), which focused on the theme of Time for Change: Action Not Words.

Over the month, we organised and participated in several initiatives to raise awareness and celebrate Black people's continued achievements and contributions to the UK and worldwide. These included updating the LondonEnergy logo with the BHM colours on the company's website and social media channels. We also spotlighted employees across the business and included their stories on our website, social media and intranet. We organised a food tasting of African and Caribbean-inspired dishes and set up a BHM display at our ReUse shop. We also sponsored the 'More Than History' fashion show hosted by one of the company's site supervisors, Shane Campbell. Some of the jewellery worn by the models and on display at the event was sourced by employees at the Reuse Shop.

Social Value Projects

Paint the Town Red

As part of our reclaimed paint scheme, we provided 100 litres of paint to local artists in Somers Town, Camden. Residents used the paint to decorate their streets and maintain store displays. Artists also used it in preparation for the Day of the Dead festival that took place outside the Somers Town Gallery in September 2023. Local children and residents painted murals on the walls during the festival using our reused paint.

Social Value Projects

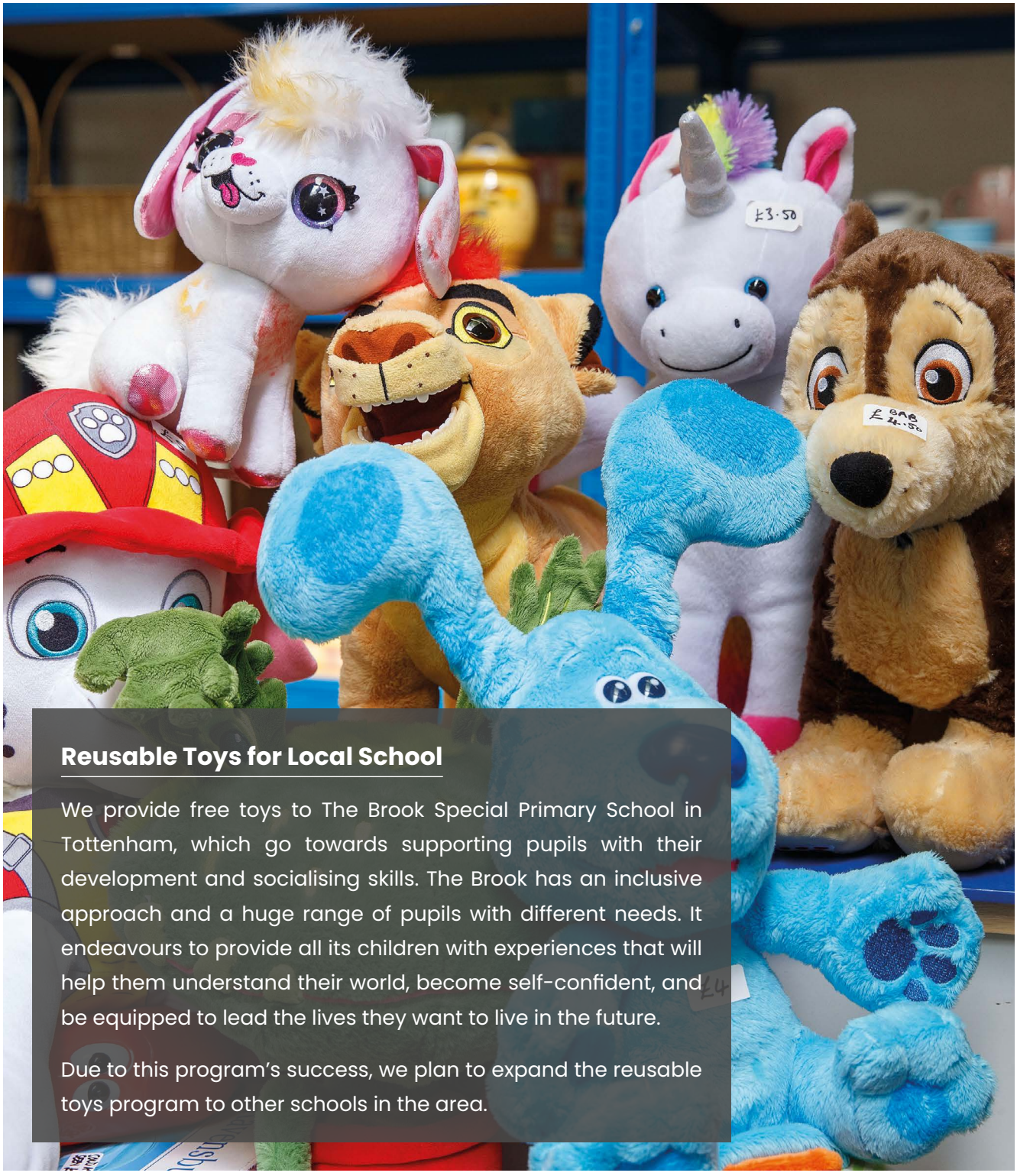
Supporting Sustainable Art Exhibition

In June 2023, LondonEnergy partnered with The University of Hertfordshire Collective to host a sustainable art exhibition at The Truman Brewery in London. The front and back cover pages of this year's report feature images from this exhibit.

Modern Materials was a seven-day exhibition focused on sustainable techniques that showcase ways to reduce waste, recycle and redefine used objects as contemporary art. The Collective featured 20 artists from the University who completed their final degree show, and had been working on ecology projects since 2021. This involved researching and creating art using recycled materials such as plastic, textiles, reclaimed wood and other waste products, to create new pieces of artwork.

The artists visited our ReUse Shop to source items for their art pieces: this process not only provided them with unique materials, but also contributed to our circular economy efforts. The Reuse shop diverts around 24 tonnes of waste a year from landfill, extending its life cycle and keeping materials circulating in the economy, thereby reducing waste and promoting sustainability.

Social Value Projects



Reusable Toys for Local School

We provide free toys to The Brook Special Primary School in Tottenham, which go towards supporting pupils with their development and socialising skills. The Brook has an inclusive approach and a huge range of pupils with different needs. It endeavours to provide all its children with experiences that will help them understand their world, become self-confident, and be equipped to lead the lives they want to live in the future.

Due to this program's success, we plan to expand the reusable toys program to other schools in the area.

Social Value Projects

Football for All

LondonEnergy has been the main sponsor of the Enfield Town Ladies FC football shirt since 2022. We are proud of our partnership, which is making a significant impact by promoting inclusivity and the joy of football among girls and women in southeast England. By sponsoring multiple age groups and teams within the club, we help to create opportunities for players of all levels to participate and enjoy the sport.

Our support aligns perfectly with the club's Football for All philosophy: a shared emphasis on the importance of participation and enjoyment, rather than being solely focused on winning. This approach fosters a positive and supportive environment for players to develop their skills, build confidence, and form lasting friendships through football: a goal we all strive for.

Sponsoring Enfield Town Ladies FC ensures that they can continue to provide valuable opportunities for their members, contribute to the local community, invest in the future of women's football, and promote the values of teamwork.

Social Value Projects

The ReUse Shop

The ReUse Shop supports local schools, charities and community groups with materials donated at our Reuse sites – giving back to our community by helping good causes and putting reusable items back into use.

Some of the good causes we have helped recently include:

- The Brook Special Primary School (providing games, toys, books, craft materials & play equipment)
- Providing kitchen equipment for outdoor messy play at local schools and nurseries
- Operation Christmas Child UK (donating small toys, games, puzzles and sewing items). This charitable organisation assists children in need worldwide. The initiative involves filling shoeboxes with toys, personal care items, school supplies and fun gifts
- Contributing sewing materials to the Monday Mending Club, which is aimed at reducing textile waste by teaching basic clothing repairs
- Working with Care4Calais, providing suitcases to support refugees
- Sending mobility aids to Ukraine.

"I am writing to express my appreciation that we are able to obtain items for my pupils. I cannot say enough as to how the items make such a difference to my children's education and leisure time experiences."

Maureen Duncan, Headteacher, The Brook Special Primary School, Tottenham

Governance

Overview of Sustainability and Governance

Our Board & the 2023 Governance Statement

Sustainable Procurement

HSE and Governance Stewardship

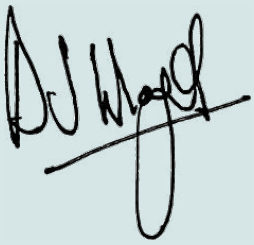
ISO Accreditation and Asset Management

Overview of Sustainability and Governance

In delivering on our commitment to sustainable waste management in 2023 we carried out further work to strengthen our governance framework by putting a greater emphasis on the Social side of our ESG model. That is not to say that the Environment and Governance sides had lesser focus in fact in all three areas we worked to provide greater support to our Social Values initiatives, all with an environmental focus.

We continue to be dedicated to supporting the United Nations Sustainable Development and working collaboratively with the North London Waste Authority and the North London Boroughs. This is evident in many of the Social Values initiatives we executed during 2023, which have supported our employees and our wider community.

We look forward to building on this robust governance model in the delivery of our 2023 sustainability objectives.



Don Lloyd
Chairman

Our Board & the 2023 Governance Statement

LEL's Board, alongside its Senior Management, is committed to upholding the highest standards of corporate governance, including delivering the Company's Sustainability Strategy adopted in 2022. The internal Sustainability Steering Committee (SSC), chaired by the Company Secretary and comprising sustainability champions from various parts of the Company and two Board sustainability champions, supports these efforts.

In 2023, the Board further integrated sustainability into its operations by assigning the Operations, Health, Safety and Sustainability (OHSS) Committee for greater sustainability visibility at Board level. The Chair of the SSC will attend OHSS meetings to report on key sustainability initiatives being delivered by the business.

The Company has been working to short, medium and longer-term plans in order to meets its 2030 sustainability targets and beyond. During 2023 the first two stages were successfully completed, and we are now embarking on our longer-term plan as we work towards our 2030 sustainability targets.

LEL's full Corporate Governance statement can be found on the company's website www.londonenergyltd.com, together with all relevant Governance disclosures including but not limited to the Modern Slavery, Whistleblowing and Privacy Statements. Enquiries should be made via enquires@londonenergyltd.com.

Sustainable Procurement

As part of LEL's procurement activity, under the principles of the Public Services (Social Value) Act 2012, we ensure that social, economic, and environmental issues are considered at all stages of the procurement process , and as part of the whole life cost of the Contract Agreement in relation to:

- Waste reduction;
- Minimising the use of natural resources;
- Promotion of health;
- Reducing inequality; and
- Providing local economic opportunities

All in support of the UNDP SDGs.

LEL is committed to paying the London Living Wage as calculated by the Living Wage Foundation, to its staff and we also require organisations working with LEL to adopt the same approach with their staff.

HSE and Governance

Stewardship

Life Saving Rules:

The Life Saving Rules are central to LondonEnergy's Fatality Prevention Program. Originally developed by the International Association of Oil and Gas Producers, these rules address high-risk activities similar to those faced by LondonEnergy's operational teams.

The Life Saving Rules focus on the most dangerous tasks, providing simple, easy-to-follow controls to prevent serious injuries or fatalities. They cover key areas such as:

- Bypassing Safety Controls
- Confined Spaces
- Driving
- Energy Isolation
- Hot Work
- Line of Fire
- Mechanical Lifting
- Work Authorization
- Working at Height

To effectively train employees, LondonEnergy introduced Virtual Reality (VR) and Immersive Video technology. This peer-to-peer training, led by LondonEnergy staff, engaged small groups, allowing trainees to experience safety scenarios firsthand. The use of VR was well-received, and all new employees are now required to complete Life Saving Rules training before starting work, primarily through immersive online videos, with VR available for those interested.

Safety around vehicles and mobile plant:

The leading cause of fatalities in the waste industry is the interaction between people and moving vehicles. To address this, LondonEnergy has implemented several light-based safety controls:

- **Illuminated walkways:** These act like pedestrian crossings, ensuring safe passage for employees across vehicle routes.
- **'Halo' illumination on mobile plant:** This projects a colored light around vehicles, alerting pedestrians to their presence, even when out of sight.
- **AI proximity system:** Trialed on one vehicle, this system creates an invisible barrier around mobile plant, detecting nearby pedestrians. If someone enters the zone, an alarm sounds, and the operator is alerted via an in-cab screen. This system has been so effective that LondonEnergy is installing it across all mobile plant.

These measures significantly reduce the risk of accidents, enhancing workplace safety.

ISO Accreditation and Asset Management

The ISO 55001 standard is the internationally recognised framework for asset management. It helps organisations to establish a proactive and systematic approach to asset management, which can drive cost savings, reduce risks and improve performance. By achieving ISO 55001 accreditation, LondonEnergy will demonstrate to our key stakeholders – the North London Waste Authority (NLWA), London Boroughs and the residents of our local communities – that we have applied best practice in asset management.

Whilst in itself the certification is not as important to us as the governance and processes that would enable us to obtain the standard, getting the accreditation shows that our asset management system is set up for success. The standard focuses on asset management strategy and ensuring that decision-making is primarily data- and evidence-driven, that it is based on risk and criticality, and that there is clear guidance and documentation around such subjects as change management and investment prioritisation.

Working in alignment with ISO 55001 is especially important in relation to our Energy From Waste (ERF), ensuring that the NLWA's assets are managed and maintained in the most appropriate way, optimising performance, minimisng downtime and costs, and ensuring asset life. Obtaining the accreditation is one of the key contractual deliverables for us to demonstrate our ability to manage the NLWA's assets. Our aim is to have the accreditation by 2030 in line with the delivery of the ERF and LEL's transition to being a world class operator and maintainer for waste management.

LondonEnergy

Powering the Circular Economy

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