

Sustainability Report 2020

Greenenergy



Our purpose

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

2020 Group highlights

Our biofuel blending saved

6.2million

tonnes CO₂e, the equivalent of taking 3.1 million cars off the road

2020 carbon emissions p35

81.29%

carbon savings from our own biofuels

Biofuels sustainability p28

>1,300

employees globally

Our people p36

88.4kt

CO₂e emissions across the Group

Carbon emissions p34

3kg

CO₂e saved for every litre of biodiesel that replaces diesel

2020 carbon emissions p35

Fuel efficiency of

9.19mpg

across our haulage fleet above the industry average of 7.9mpg

Delivering scalable efficiencies p30

25,169

training courses were completed by our staff

Our people p38

D&I

Employee-led diversity and inclusion group formed

Our people p38

VICC

Virtual Incident Control Centre for emergency preparedness introduced

Process safety p21

101

safety audits conducted

Process safety p19

£362k

charity budget across the Group

Community p41

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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:

- Evolving our supply chain: maintaining quality and reliable supply
- Retaining strong customer relationships: honesty and transparency in how we work
- Delivering change through innovation: developing and driving renewable projects
- Responsibility and accountability: do 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.



As Greenergy has grown, our commitment to do the right thing remains and has seen Greenergy become the largest producer of waste-derived biodiesel in Europe, reducing the carbon emissions in fuels we supply.

Greenergy's lower carbon fuels have been developed for existing vehicles, without requiring engine modification reducing the carbon emissions of vehicles on the road today.

1992 to 2000

Improving local air quality

In the early 90s, standard-grade petrol and diesel had very high levels of sulphur. Diesel in particular produced extremely high levels of nitrogen oxide and particulates that created black smoke and led to significant adverse health effects.

In response, Greenergy created a new grade of low sulphur fuel. Initially supplying into the environmentally conscious Swedish market, Greenergy demonstrated its potential to reduce harmful local air pollutants. Building on this, Greenergy was the first to introduce low sulphur diesel to the UK market and countries in Europe. In 1998 Greenergy's ultra-low sulphur petrol was rolled out on supermarket forecourts, and established the standard for fuels at that time.

2000 to 2020

Focus on climate change

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

We took early action by investing in world-leading expertise in carbon measurement with the Edinburgh Centre for Carbon Management (ECCM) and Energy for Sustainable Developments (ESD).

Our ambition was to be the first business to supply biofuel blends on a commercial basis and we applied our low carbon expertise to our core business model.

Initially, Greenergy's biodiesel blends were to be derived from crops (UK-grown rapeseed sourced from UK farmers under the Field to Forecourt contract) and over time Greenergy converted its production to waste oils, recognising the greater environmental benefit of this feedstock.

In order to secure a sustainable biodiesel supply, we invested in our own production capability - first at Immingham (opened 2007) and then Teesside (purchased 2015) and Amsterdam (purchased in 2018 and converted from virgin oils to waste oils in 2019).

Today, Greenergy continues to be a market-leader in waste-based renewable fuel production and supply.

[Lower carbon fuels p23](#)

2020 onwards

Looking to the future

We believe everyone has a role to play in reducing carbon for our future.

We are continuing to invest in the development of new forms of renewable and low carbon fuel that will be needed to support the energy transition.

Our waste tyre project supports the circular economy, reusing a waste resource - tyres - to produce recovered Carbon Black (rCB) that can be used to manufacture new tyres, advanced biofuels that will displace petroleum products, and metal that can be recycled.

Our experience with global waste origination uniquely positions us to transition into more complicated wastes, delivering real carbon reductions today, and we are continuing to progress projects in this space.

[Advanced biofuels p26](#)



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.

From supplier

From supplier

To customer

To customer

Renewable fuel production

We continue to expand our waste-to-biodiesel manufacturing capability and invest in new development fuels. This gives us a low-cost and sustainable supply of biofuel with which to meet rising renewable fuel supply obligations.

Retail

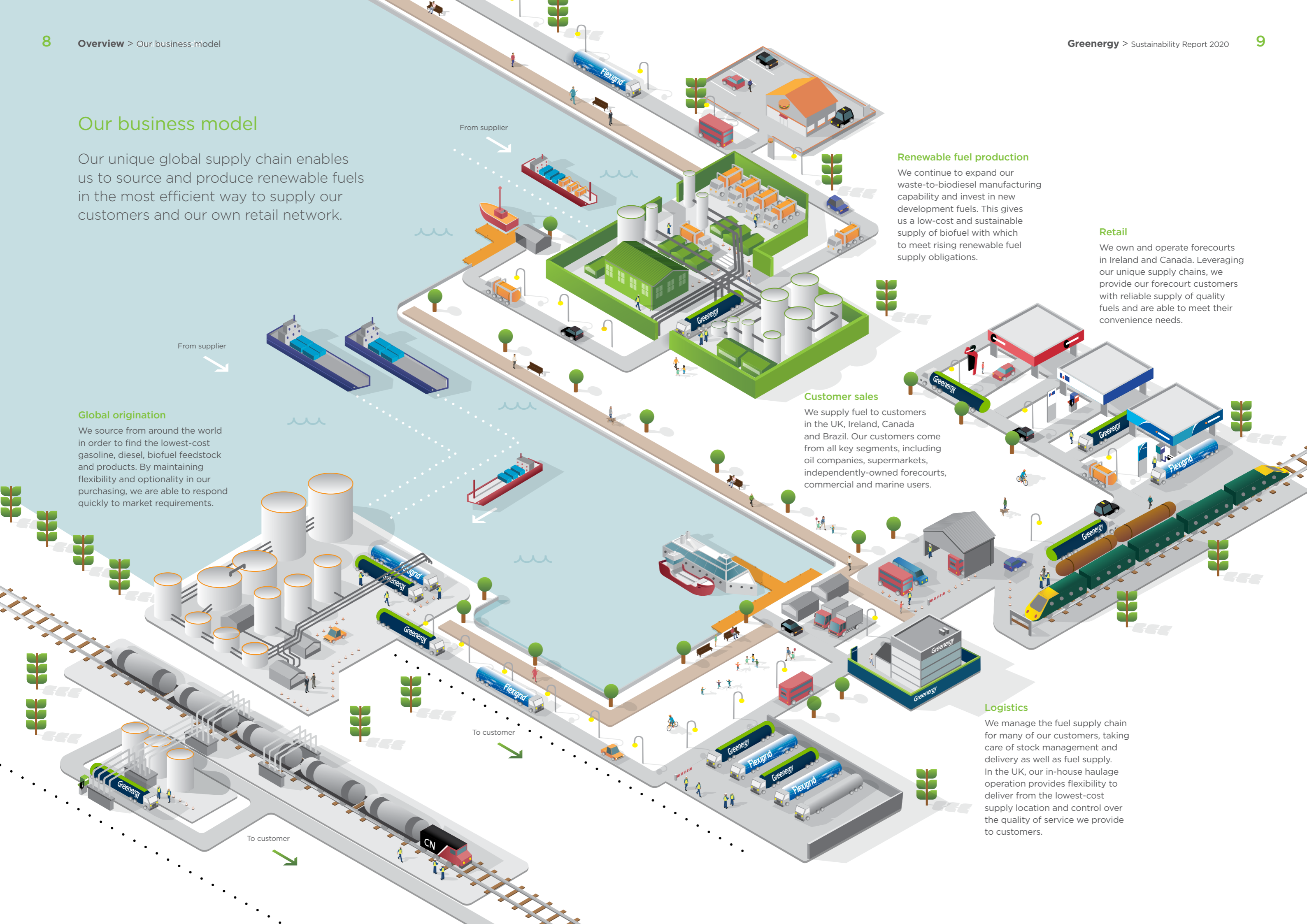
We own and operate forecourts in Ireland and Canada. Leveraging our unique supply chains, we provide our forecourt customers with reliable supply of quality fuels and are able to meet their convenience needs.

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

'Originally founded to reduce unhealthy emissions and to create a uniquely respectful and meritocratic working environment, Greenergy has for almost 30 years had environmental and social values at the core of everything we do.'



Welcome to our 2020 Sustainability Report.

We have a unique history and track record of leadership in the environmental aspects of transportation fuels. Reducing smog and particulate creating emissions from vehicles in the 90s, reducing carbon emissions in the 2000s, the development of waste-based low carbon fuels in the 2010s and now building on all of our experience to reduce and recycle waste to create advanced drop-in renewable biofuels.

In all of the regions we operate, governments are looking at the transport sector and introducing increasing mandates that specify the amount and type of renewable biofuels that are required to be supplied into the market to reduce emissions.

Already being Europe's largest producer of waste-derived biodiesel – with the team, traceable waste supply chain and major customer outlets already in place – that in combination represent around a quarter of all types of fuel sales. In the UK, we are in a tremendously positive position to invest in and supply advanced renewable biofuels made from waste.

Our waste tyre project is particularly exciting, playing its part in the circular economy by processing worn out waste tyres into metals that can be recycled again, carbon black that once recovered can be used in the production of new tyres, and renewable biofuels to be supplied through our existing outlets into transport fuels to reduce their emissions. The tyre project, along with others we have under development, will play a significant role in our future and the low carbon objectives of the countries we operate in.

[Waste tyre project p26](#)

As society considers the decarbonisation of the transport sector and the pathway to Net Zero, it is important that these pathways build on the products and supply chains that are already in place. Greenergy is looking forward to playing its role in providing products and solutions that put us firmly on course to Net Zero.

Thank you for reading our report and thank you to the team for creating what follows.

Andrew Owens
Chairman,
Greenergy Group

CEO's message

'Our mission is to drive transport decarbonisation through continued leadership in renewables.'



Sustainability is in our DNA. Reducing the environmental impact of our industry is why Greenergy was established and this approach is embedded in our operations, governance structure and the way we interact with our stakeholders. We are transparent in our approach and committed to doing no harm to people or place.

Safety underpins everything we do at Greenergy. It is pleasing to see our safety record improve in 2020, and a particular focus for us in 2021 is to increase our hazard observations, particularly as we return more staff to our sites and offices following the pandemic.

Safety record p15

I would like to thank our people for the dedication and commitment they have shown to our business throughout 2020.

Today we supply low carbon transport fuels in the UK, Ireland, Canada and Brazil. We are also a leading producer in waste-derived biofuels, and continue to invest in advanced biofuel projects such as turning waste tyres into 'drop in' fuels that reduce emissions in the transport sector today.

This year, we established an Environmental, Social and Corporate Governance (ESG) Committee and a working group of champions to develop our ESG framework across the Greenergy Group. This has never been more important, as the events of 2020 have accelerated plans to decarbonise as governments around the world have pledged to reduce emissions.

At Greenergy, challenge presents opportunity, and decarbonisation is one of the greatest challenges we face. Our business has been built on change – and recognising that the disruption that often comes from change is an opportunity for innovation.

In the UK, the Government announced they would phase out Internal Combustion Engines by 2030 and hybrid vehicles by 2035, ahead of the original 2050 targets. Similar strategies are being considered in other regions. These policies are changing the traditional fuel market, creating opportunities for innovation. Greenergy's established track record of innovation uniquely positions us to respond to these challenges. While alternatives become more widely adopted, there remains a continued role for liquid fuels in the energy mix and circular economy.

One of the key strengths of Greenergy is our resilience and ability to adapt.

Throughout the pandemic, we have continued to support our customers, offering flexibility and responsive customer service, all underpinned with reliable fuel supply. We could not have done this without our people.

As essential workers, many of our staff continued to work at our plants, terminals and delivering fuels, all while adapting to new processes and procedures that have been introduced to ensure our working practices are COVID-secure and to protect our people.

We recognise the effect the pandemic has had on our staff, and the health and safety of our people is our key priority. To assist our staff through the pandemic, we have implemented a number of wellness initiatives to support the physical and mental health of our workforce, and this remains a focus for us in 2021. I would like to thank our people for the dedication and commitment they have shown to our business throughout 2020, a year that will not be forgotten.

In this, our first Sustainability Report, we outline the existing processes and reporting within Greenergy. I am confident that the values on which Greenergy has been built and our ESG principles will guide us as we develop a framework that supports our growth. We will lead our stakeholders through the energy transition as we drive transport decarbonisation through our continued leadership in waste-based renewables.

Christian Flach
Chief Executive Officer,
Greenergy Group

Sustainability

Sustainability is integral to the way in which Greenergy operates. It is embedded in our history and is a key part of our values and culture.

We are formalising our existing practices and sustainability practices into an ESG framework. We recognise that clarifying our approach is important for all of our stakeholders and will enable us to implement a transparent programme of continual improvement.

‘At Greenergy we are always looking for ways to operate more efficiently and reduce our emissions from our own operations, and then sharing and implementing those learnings where possible across the Group.’

Darren Anderson
Biofuels Environmental Compliance Manager

ESG Committee

This year, we established an ESG Committee to steward our strategy for the future.

The ESG Committee has established its Terms of Reference, and will promote continuous improvement in ESG across the entire Group.

The Committee is made up of six members of the Management Team, and includes a dedicated secretary and Chairperson elected by its members from the Group Board.

Meeting quarterly at a minimum, the role of the group is to review and guide policies, whilst monitoring the development of objectives and external trends in the ESG space. The Committee identifies ESG related risk, reviews external documentation and reports to the Board of Directors.

ESG Champions

ESG Champions have also been identified to form a Greenergy-wide working group and will help the Committee deliver on our ESG strategy.

The ESG Champions are subject matter specialists within the business, and will implement the strategy, aid in the development of our framework and help set future targets.

Our approach

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

By understanding the impacts of our business on the communities and environments that we operate in, we are able to set clear objectives and targets to ensure we can contribute to a better future for all. Our approach is based on the following core principles:

Safety

Safety is our top priority, and every employee at Greenergy has a role to play in ensuring a safe working environment for every individual. Our culture of open and honest reporting allows us to learn and improve, and plays an essential role in our ‘no-blame’ culture.

Environment

We continually work to minimise environmental risk across our businesses and reduce the environmental impact in all of 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 that 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 carbon emissions across our supply chain to drive the decarbonisation of transport. We do this by maximising the carbon savings from the waste-based biodiesel we supply, investing in our supply chain and adopting more efficient technologies aiming to give preference to suppliers based on their carbon emissions.

Wellbeing, diversity, inclusion

We support the physical and mental health of our employees. We strive to create a safe, inclusive and diverse working environment to operate within.

Community contributions

We want to give back and support the communities we operate in. We do this through our employee-led charity programme and through the development of an educational and STEM programme.

Ethical sourcing, human rights

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

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

Do no harm to people or place. Our safety record across the Group improved in 2020.

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

2,340 hours

of Health, Safety, Security and Environment Training hours provided to staff

Safety record

We focus on continuous improvement in safety across our business, and a review of our safety approach is how we begin every meeting, including: Board meetings, weekly management meetings, monthly staff meetings and customer meetings.

This year, our safety record across the Group improved.

Minor injuries and near misses declined in 2020. We encourage staff to report any near miss, whether it is a business near miss or safety near miss. This allows us to continuously review our processes and ensure they remain appropriate.

Hazard observations declined per 100,000 hours worked as we incorporated the retail business in Canada into our reporting. These will continue to be a focus for the Group in 2021, particularly as we look to reopen offices that were closed as a result of COVID-19.

There were four separate reportable injuries across the business this period. All but one was reportable because of the duration of lost time, rather than the severity of the injury:

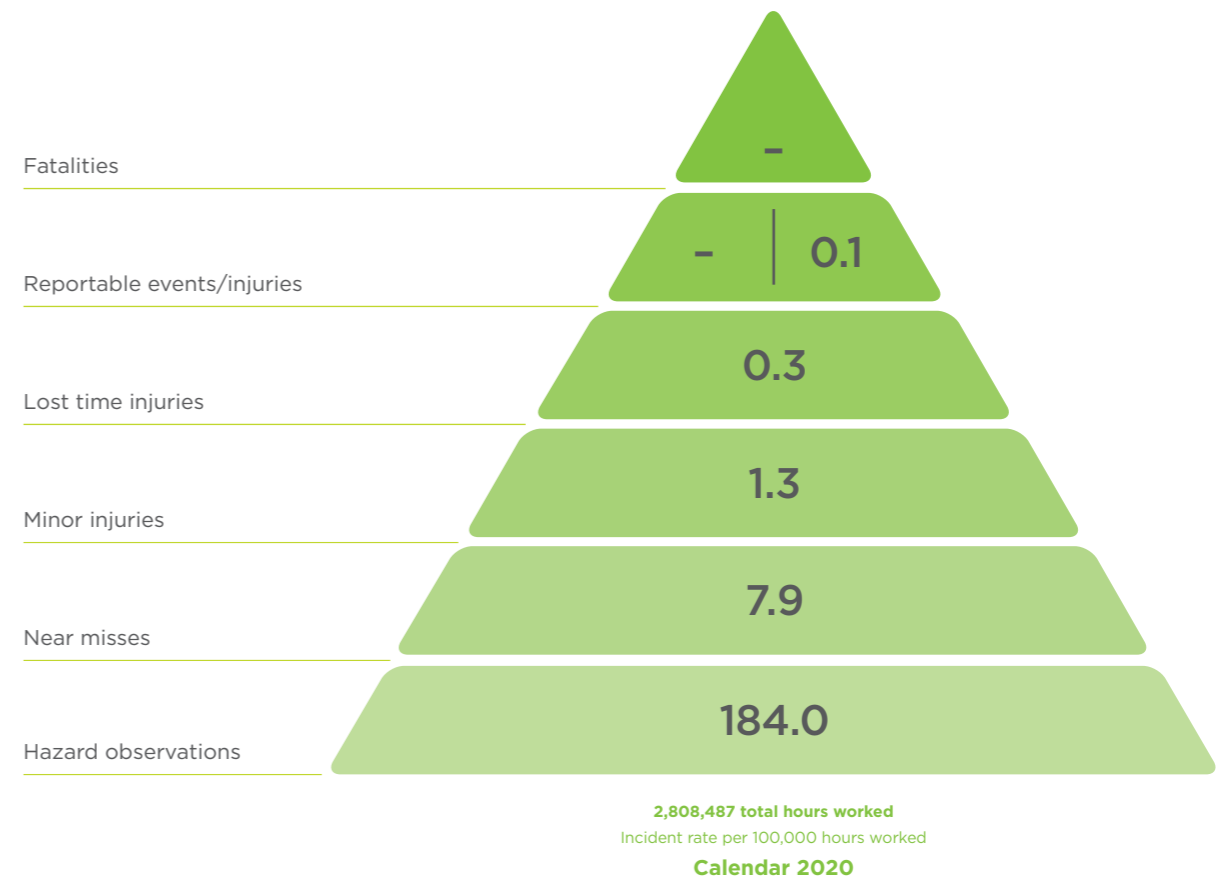
- One injury related to retail staff
- Three injuries related to drivers.

Through our culture of open and honest reporting, we are able to identify trends, and launch relevant campaigns across the whole Group to raise awareness and share lessons learned.

This year, two campaigns centred on The Care Work Triangle and 'Slips, Trips and Falls'.

Safety record

Safety underpins everything we do. We operate a comprehensive central reporting system that supports the systematic investigation of each reported observation and event.



Definitions

Reportable occurrence: an incident with a high potential to cause death or serious injury (as defined by the UK RIDDOR regulations).

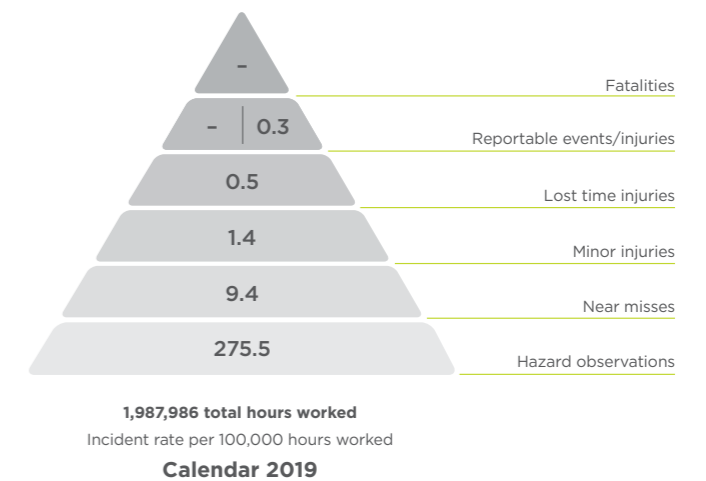
Reportable injury: a specified major injury such as a fracture or serious burns, or an injury resulting in an absence from or restricted work for more than seven days.

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.



COVID-19 – Operating through the pandemic

We recognise the challenges that have arisen from the pandemic and we have expanded our employee wellbeing programme to support our people.

People

When COVID-19 spread across the world, we transitioned as many of our staff as possible to remote working, ahead of Government lockdowns and restrictions.

As an essential business, many of our staff continued to attend plants, terminals, scheduling offices and our drivers remained on the road. To help minimise the risk to these staff, we quickly implemented additional control measures and revised our risk assessments that are specific to each role, location and region. This work has continued as restrictions have been eased and then tightened.

When permitted, we reopened offices on an optional basis to our staff only. We have introduced risk controls including installing sanitising dispensers, screens, temperature monitoring units in offices, one-way pathways, and restricted the number of staff in any setting, ensuring that social distancing is maintained.

For our operational sites such as plants and terminals where social distancing is more difficult, we have introduced additional control measures such as rapid lateral flow testing.

We have introduced additional resources to support our people through the pandemic. This has included additional training for all people managers within the business on mental health, weekly yoga and additional resources.

Our people p40

Business continuity

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

We also established a COVID-19 Taskforce that is responsible for staying abreast of the changing regulations and requirements, and proactively monitor, propose and implement policies into the business. This 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.

As part of this plan, we introduced strict 'bubbles' across our scheduling teams, terminals and plants to minimise the risk to our people, and ensure business continuity. Where staff tested positive to COVID-19, the effect on colleagues and the business has been minimal.

We have adapted our training programmes also, and this year saw Process Safety Leadership training and Crisis Training completed virtually for the first time. Our in-house online training platform, Knowledge Hub, allowed us to continue to train and develop our people in a virtual setting.

In 2020 the market for biofuel raw materials and biofuels was significantly impacted by the pandemic.

Despite the decline in road fuel volumes owing to government lockdowns, demand for high quality biofuels such as the ones we produce continued to increase as legislative blending obligations increase in the UK, Europe and North America.

Increasing obligations p27

As lockdowns continued around the world, supply of used cooking oil was constricted. Our global sourcing provides us with optionality to source feedstock from different markets and maintain supply during periods of disruption.

As we consider how regions around the world will exit lockdowns, we are confident our planning will ensure we meet our future customer requirements.

'We have developed appropriate COVID-secure plans for all of our locations, ensuring the health and safety of our people is maintained. We have continued to review and update our risk assessments to ensure we are reflecting the developing situation and latest Government guidance.'

Sean Sexton
Head of Technical/Terminals



Personal safety

We operate with safety and environmental care as our first priority in a culture of open and honest reporting.

Open and honest reporting

We encourage observation and reporting of hazards, near misses and unwanted events, however small, without fear of blame.

As a business, we capture information about minor hazards and incidents, so that we can reduce risks and improve safe working practices across all parts of the Group. This year, we have implemented QR codes at our sites to enable efficient reporting. These will be extended across the Group in 2021.

New staff, contractors, and new businesses are rapidly introduced to the Greenergy culture of open and honest reporting.

Investigation and learning

Our comprehensive central reporting system supports the detailed reporting and systematic investigation of each reported observation and unwanted event so that we can identify lessons learned from individual events, and also broader trends. We then act to correct issues that have the potential to lead to injuries, asset damage, environmental impacts or significant business impacts.

Where key learnings are identified, a 'lesson learned' brief is shared across the Group via noticeboards, our online training hub, monthly safety updates and toolbox talks.

Safety awareness

Recognising the importance of extending our strong SHEQ (Safety, Health, Environment and Quality) culture to all parts of our business remains a priority for us as we continue to expand.

Gap assessments and audits are completed on all 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 expectations of safety walks, event reporting and investigations is developed and implemented into new businesses.

Following our acquisition of over 200 Canadian retail forecourts in February 2020, the integration of our Process Integrity approach has been a key priority and we have expanded the team in Canada to support the business.

Process safety

We maintain a strong reporting culture across all parts of the business, and across all locations – from high hazard operating sites and haulage operations to offices and retail forecourts.

Safe Operating Standards

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

Risk assessments form part of these standards, and are completed across the entire business, including where there is a change in process, a new customer for haulage or where a new retail forecourt may have planned opening events. Our risk assessments also take into account public safety. This year, staff were also required to complete individual risk assessments relating to COVID-19.

Continual improvement of the standards is driven by the Process Integrity team. The team shares knowledge and experience from all parts of the Group. This includes joint venture businesses and contract operators working on behalf of Greenergy, formally and informally, through team and cross-site meetings, publications, intranet and management leadership.

Auditing

Despite the additional challenges posed by the pandemic, Group Process Integrity audits continued throughout the year, however third party terminal audits were suspended due to COVID-19.

To ensure compliance with Greenergy performance requirements, we include third-party terminals and contract haulage operations within our audit programme.

In 2020, we completed 101 audits, spread across Greenergy owned terminals and plants, haulage depots and third party operations, an increase from previous years. As lockdowns and restrictions were introduced as a result of the pandemic, we transitioned to virtual audits to ensure we could complete our audit programme.

Where opportunities for improvement of facilities or processes are identified, follow-up audits take place to ensure recommendations have been implemented.

As part of our programme of continual improvement, in 2021 we will introduce a new Process Safety Audit based on HSE criteria. An intensive three-day on-site process, it will bring a new perspective.

101

safety audits completed across the Group in 2020

Where we have gained important learning from events, that information is communicated across the entire business as part of our policy of prevention and continual improvement.

Management of change

We operate a robust management of change programme. Where a change is occurring within the business, we bring together the necessary internal stakeholders to workshop the process. This aims to reduce the risk of any adverse consequences from change.

This year, we began supply of a new product to one of our customers. To ensure the smooth implementation, stakeholders from Commercial, Product Quality, Haulage, IT and Finance were brought together to work through the process and ensure the product would be introduced safely and with no disruption to our customers.

Focus on human factors

Human factors are vital considerations for our business. Throughout 2020, we have undertaken significant work to review and understand the impact of human factors in our business.

For COMAH¹ regulated sites, such as our Plymouth terminal, human factors consideration is mandatory.

We utilise a specialist human factors consultant to provide expertise and software for task analysis. They also provided training critical task analysis.

In 2021, we are looking to begin a programme of conducting human factors critical task analysis on our haulage and biofuels.

Preventative measures

Driver preparedness

All our drivers undertake extensive, ongoing training and assessment. This includes safe and defensive driving and correct loading and delivery procedures. Maintenance and monitoring programmes are in place for trucks and equipment to ensure they remain in good condition.

For employees who drive often for work (outside of the professional driver cohort), we provide additional training via the Smith System, an industry leading programme, to promote safe and efficient driving.

Customer site safety

We visit and risk assess all our customers' sites to ensure the safe delivery of our fuels. This has proved more challenging with COVID-19 this year, however we have adapted our processes to ensure we can still complete these whilst keeping our team safe.

Our drivers have extensive training on spill containment and are equipped to respond appropriately in the event of an incident at a third party site.

Process containment/ spill prevention

We implement preventative measures to avoid spill incidents at terminals, on the road and during the transfer of supply. If a spill or loss of primary containment does occur, we ensure an immediate response to provide scene containment and recovery.

Across our company-owned and leased retail forecourts in Canada we maintain a robust fuel inventory monitoring process that allows us to promptly detect and mitigate any unexpected fuel inventory variances. We also have a risk-based approach to prioritising the upgrading of our fuel systems to reduce the likelihood of environmental releases.

In 2020, we have installed electronic line leak detection at all our Ontario sites well ahead of regulatory deadlines.

Crisis planning and management

Our Process Integrity management systems focus strongly on the prevention of unwanted events. We recognise however the potential for such events to occur, and the need to be prepared for them.

We ensure all of our facilities and business operations have effective emergency management plans in place, and we review and test these plans on a regular basis.

Leveraging the experience of an existing partner, this year, we undertook a significant review and update of our crisis plan to ensure it aligns with our business operations, anticipates further growth and provides the management team with clear processes to facilitate effective decision-making in a crisis.

We introduced a Virtual Incident Control Centre (VICC) for emergency preparedness that allows us to convene without assembling at a physical location, and with the addition of real time sharing and data saving.

As part of this process, the Executive team and senior management undertook various training on the new structure and processes outlined within the plan, and further VICC training is planned for 2021.



Recognition

RoSPA

The RoSPA² Health & Safety Awards offer the opportunity to benchmark safety performance year-on-year and ensure consistent performance between sites.

In 2020, Greenergy received three gold medals for

- Immingham (nine consecutive gold awards)
- Teesside (five consecutive gold awards)
- Plymouth terminals (seven consecutive gold awards).

Our UK business is also ISO 9001 certified.

Flexigrid

We take every possible step to ensure our drivers, vehicles and equipment are prepared for all foreseeable hazards.

Our drivers carry hazardous product on the public highway and operate around members of the public at customer forecourts. It is of paramount importance that they are equipped and competent for the tasks they perform.

To ensure the safety of our drivers and those around them, we provide ongoing training and assessment, exceeding industry norms, to ensure that safety standards on the road, in the terminal and at the customer site are maintained.

In 2019, Flexigrid's approach to safety was recognised with Motor Transport's Safety in Operation Award.

¹Sites regulated by The Control of Major Accident Hazards

²Royal Society for the Prevention of Accidents

Climate change

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

As the transport sector moves to decarbonisation, the role of petrol and diesel fuels remain vital until other affordable alternatives are widely adopted. Different geographies have also introduced differing timescales to decarbonise. Therefore the most effective way to reduce carbon emissions for existing transport today comes from the blending of biofuels into petrol 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 new advanced biofuel projects, such as converting waste tyres into development fuels.

Our priority has always been to tangibly reduce our emissions in both the fuel we supply and our own operations. We continue to review credible opportunities for emissions reduction across the wider Group.

Our environment

We blend sustainably-produced biofuel into our gasoline and diesel in order to reduce the greenhouse gas emissions of the fuel we supply.

We have increased the greenhouse gas saving of the fuel we supply by

71%

over the last five years.

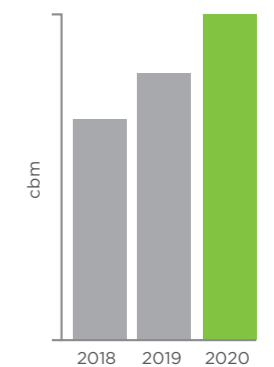
Lower carbon fuels

We are continuing to increase our biofuel blending, both from our own production and sourced from third parties, in line with rising renewable fuel obligations in the UK, Ireland, Canada and beyond.

Our expertise allows us to meet customer-specific sustainability and local quality requirements, recognising the characteristics of different countries and markets. By applying our unique sustainability IP, we create value for customers and maximise the sustainability of the biofuel we supply.

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

Biodiesel manufacturing output KPI



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

We continually seek to reduce the carbon emissions from the fuel we supply, and our priorities are:

1 Expand production and supply of waste-based biodiesel

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

In order to secure our own supply of waste-based biofuel, we have invested significantly in our own manufacturing capability, now operating three production plants, with further investments planned to increase capacity. This will allow us to expand our supply of waste-based biofuel to meet rising renewable fuel obligations.

We also source waste-based ethanol from third parties for blending into our gasoline.

2 Establish diverse and sustainable supply chains with robust certification systems

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

We source not only in the UK and Europe, but also from countries where comparable biofuel incentives do not exist and often waste oils are not disposed of responsibly.

In order to demonstrate that the oils we are using really 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 from waste p28](#)

3 Develop new forms of renewable liquid fuels

We are actively exploring opportunities to develop new and advanced forms of renewable 'drop-in' fuels, capable of replacing petrol and diesel in conventional combustion engines.

Our waste tyre project, Green Tyre Technology Ltd (GTT) is one such project. Using pyrolysis and hydrotreatment technologies, we will produce renewable fuels that act as a direct replacement for petrol and diesel.

'We recognise the urgent need to further reduce emissions in the transportation sector. We continue to invest in the development, production and supply of liquid fuels from renewable sources, to support the transition to a lower carbon future.'

Paul Bateson

Chief Operating Officer, Chairman of ESG Committee, Greenergy Group

Our global biofuels supply chain

Global sourcing

We purchase waste oils as feedstock for our biodiesel manufacturing activities. We have invested upstream to ensure our ability to secure raw materials for our biodiesel manufacturing operations, and to integrate the entire supply chain. This enables us to keep custody and quality-control of the fuel supply chain.

By diversifying our supply chains globally, we are able to source increasing quantities of feedstock that best meet our technical abilities and sustainability specifications to meet our growing production requirements.



Biodiesel production

With two manufacturing facilities on the east coast of England, and a third in Amsterdam, we are Europe's largest producer of waste-based biodiesel.

We continue to expand our production and invest in ongoing process and technical improvements to improve efficiency and increase output to meet rising demand for biodiesel as a result of increasing Government mandates.



Storage and supply

We blend biodiesel and bioethanol into the petrol and diesel we supply in the UK, Ireland and Canada to meet regulatory requirements.

We also supply biodiesel and bioethanol to other oil companies in the UK, Ireland and in Canada, meeting customer-specific sustainability requirements. We obtain verifiable evidence on the origin and sustainability impact of every litre of biofuel we blend into our fuel and sell.

Our storage facilities in Europe, Canada, USA and Asia give us capacity to meet biofuel demand in different markets.





Case study

Advanced biofuels: playing our part in a lower carbon future

As a leading producer of waste-based biofuels, we believe development fuels (dRTFCs) are a significant opportunity for Greenenergy. Our waste tyre project, now at the Front End Engineering Design stage, will process over 300 tonnes of shredded tyres each day into renewable drop-in fuels that can be blended into diesel and petrol.

The disposal of used tyres in the UK and around the world creates significant waste, and under a European Directive, used tyres have been banned from landfill, often resulting in their export to the developing world. In the UK alone, some 55 million* waste tyres are disposed of each year.

With a view to commence commercial production in 2025, the manufacturing process also creates recovered carbon black, a product that can be used in the circular economy to produce new tyres and other industrial rubber products. The plant will also have the capability to produce sustainable aviation fuel (SAF).

*Source: Department for Environment, Food and Rural Affairs

Increasing obligations

Rising biofuel obligations are being introduced in all of our key markets, as governments around the world look to decarbonise transport.

Rising biofuel obligations

In 2018, the percentage of biofuel that UK fuel suppliers were required to blend into their petrol and diesel increased as the UK government amended the Renewable Transport Fuel Obligation (RTFO).

The legislation significantly increases the amount of waste-based biofuels that can be blended into fuel in the UK, and introduces maximum levels for the use of crop-based biofuels.

If a supplier is unable to meet their obligation, they are required to pay a buy out price. From 1 January 2021, the buy out price has increased to 50p per litre.

We welcome the UK's plans to increase the RTFO obligations further and beyond 2032 to reflect the continuing drive to lower carbon emissions from the cars that are on the road today. We acknowledge the part that we play in helping our customers to reduce the emissions from their transportation fuel usage and we look forward to responding to the Government's consultation in due course.

Development fuels

As part of the UK legislation, the RTFO also requires that a growing percentage of biofuel must be classed as development fuels.

Defined as advanced biofuels made from sustainable wastes and residues of non-biological origin, they are required to have a greenhouse gas savings threshold of at least 65%.

When complete, our waste tyre project, GTT, will exceed this requirement.

We are proactively progressing with projects to convert different types of waste, including household waste and commercial waste to produce liquid fuels or SNG, as defined under the legislation.

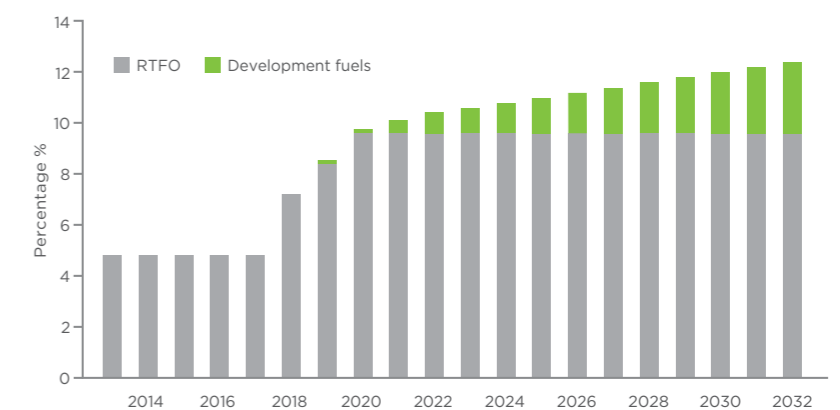
Greenhouse Gas legislation

In 2019, the UK Government also introduced new Greenhouse Gas (GHG) legislation requiring GHG savings from renewable fuel inclusion of 4% in 2019 and 6% in 2020.

To comply, suppliers obtain a certain number of GHG credits which are awarded according to the carbon intensity of the fuel they supply.

This legislation incentivised the lowest carbon biofuels, such as the waste-based biodiesel we manufacture. The legislation does not apply from 2021 onwards.

Legislated increases in Renewable Transport Fuel Obligations (RTFO) and development fuels¹



¹Source: Department of Transport

Biofuels sustainability

We work to ensure we only use biofuels that use the world's resources responsibly. Our focus is on using biofuels which deliver the greatest carbon benefit and have minimal land-use impacts.

Maximising the carbon savings from the biofuels we choose

We devote time and resources into sourcing low carbon biofuels.

Our aim is to achieve at least 70% carbon saving from the biofuels we produce. 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, 100% was verified as compliant with one of these standards.

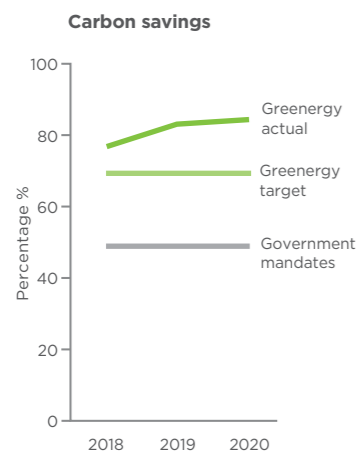
Preventing land-use change and protecting biodiversity

We sustainably source and obtain verifiable evidence on the origin and environmental impact of every litre of biofuel we blend into our fuel, to demonstrate compliance with the requirements of the EU Renewable Energy Directive. These prohibit use of crops grown on newly deforested land and ensures traceability of wastes from the point of origin.

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 out 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 have been working with industry innovators such as Bioledger to introduce a blockchain database that will further improve the efficiency of data collection.



81.29%
carbon savings from the biofuels we blend

31
audits of our biofuel supply chains

Creating sustainable biofuel supply chains

Greenergy has been an industry leader in the development of biofuel sustainability and traceability standards since 2007, when we developed the first standard for Brazilian bioethanol. We have continued 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 2020, we conducted 31 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 which are conducted according to EU approved standards.

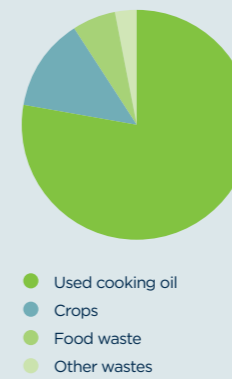
We continue to work with industry standards bodies and national biofuel regulators to help them improve the quality of the certification process and adapt to new biofuel supply chains.

¹ISCC, 2BVS and Bonsucro EU, all recognised under EU RED recognised voluntary scheme

What is our biofuel made from?

Biodiesel accounts for 74% of our biofuels sold. Since 2017, 95% of our total biodiesel sold has come from wastes.

Biodiesel blended into diesel supplied in the UK



Biodiesel

We have made significant investments in our biodiesel manufacturing infrastructure in order to be able to increase our production of biodiesel from wastes, with ongoing technical enhancements to our manufacturing facilities giving the ability to process a broader range of waste oils and fats.

As a result, most of the biodiesel used in Greenergy's diesel has been derived from waste products. Since 2017, 95% of our total biodiesel sold has come from wastes.

With various countries in lockdown during 2020 and restaurants closed, the volume of used cooking oil was significantly affected.

Bioethanol blended into petrol 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 waste-derived ethanol as a petrol blend component.

Delivering scalable efficiencies

At a Group level, we review our business to ensure we are operating efficiently and cost-effectively.

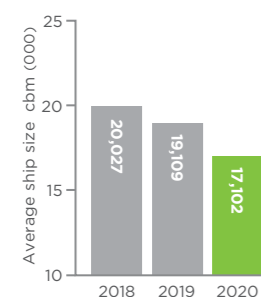
Supply chain logistics

Imports by sea

We aim to use more efficient ships to benefit from economies of scale and reduce bottlenecks at our terminals. Ships are vetted based on a number of factors, including their GHG emissions ratings and safety record. We use a leading risk assessment and due diligence firm to compare the relative efficiency of vessels.

In 2020, we entered into time-charter agreements for bunkering vessels based in the English Channel and Irish Sea. These vessels allow us to optimise our deliveries and maintain end-to-end control of the supply chain.

Ship sizes KPI



Rail to road supply

In Ontario, Canada we have four terminals, including three rail-to-road facilities. By creating new supply facilities closer to the end-customer and changing the way that fuel is supplied to the market we are reducing lengthy truck journeys from distant refineries or terminals.

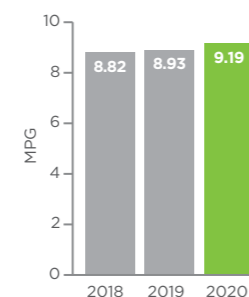
By road

In the UK, we have our own in-house haulage operation – Greenergy Flexigrid – delivering fuel for Greenergy and for third parties across the UK.

By in-housing this operation, we are able to optimise our haulage patterns across the fleet.

To further improve the efficiency of our fleet, we operate a fleet replacement programme and in 2019 and 2020 replaced over a third of our fleet with more fuel efficient models. Combined with reduced traffic congestion owing to COVID-19 lockdowns, our miles per gallon (MPG) improved to 9.19 (FY19: 8.9) and is well above the industry average of 7.9MPG.

Miles per gallon (MPG) KPI



In 2021, we are converting a portion of the fleet to B20, a high biodiesel blend, to further reduce our emissions.

We have also developed Oil Planner, a new integrated order management and scheduling system which has enabled us to optimise our deliveries resulting in overall cost and energy savings. Following this, we have also upgraded our in-cab computing systems, allowing us to increase delivery efficiency.

In December 2020, Flexigrid also commenced participation in the Fuel Fleet Tyre Trial run by Southampton University.

By identifying the optimal tyre pressure, we will be able to improve overall fuel efficiency of the vehicle which will lower our carbon footprint and reduce costs, whilst ensuring safety. The tyre trial features four different tyre manufacturers and will operate until May 2021 out of our Thames Navigator terminal.

Waste and waste water

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

Operating principles

All of our plants apply the Best Available Techniques (BAT)¹.

Our Immingham and Teesside plants have a combined ISO 14001 accreditation – an international standard that specifies requirements for an effective environmental management system (EMS).

In the UK, our waste and wastewater processes are audited and follow a monthly maintenance schedule. We report data annually to the Environmental Agency.

Waste

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

Digitisation 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. In 2020, we saw a significant reduction in our office waste and recycling because of the closure of offices due to COVID-19 and increased working from home.

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

Waste water

UK

Our plants operate under the Environmental Permitting (England and Wales) Regulations 2016 that set out the limits on the emission to water. Wastewater leaves the sites as a waste under the Waste (England and Wales) Regulations 2011 where it goes to licensed sites for treatment and disposal following the waste hierarchy.

Netherlands

In Amsterdam, our plant meets all Dutch and European regulations.²

¹As defined in the EU Large Volume Organic Chemical BAT Reference Documents Common Waste Water and Waste Gas BREF.

²Surface Water – Rijkswaterstaat – Water permit. Discharge to Sewer – Waternet RWZI permit. Waste – Het Landelijk Afvalbeheerplan 2017-2029 (National Waste Management Plan 2017-2029)

Energy consumption

Energy consumption increased across the Group in 2020 as our third plant in Amsterdam commenced commercial production and we expanded our retail presence in Canada.

Biodiesel plants

We believe 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.

In late 2020, we completed the transition of our UK-based biodiesel plants to run 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.

We are committed to ensuring our retail operations operate as efficiently as possible, and recognise the role these sites will have in supporting end customers through the energy transition.

We will have

100%

of electricity purchased coming from renewable sources by 2025 or sooner.

In 2021 we will introduce additional targets across the Group.

Energy consumption (MWh by type)	2020	2019
Non-renewable fuel	73,961	95,385
Renewable fuel	4,472	4,559
Non-renewable electricity	59,322	46,928
Renewable electricity	5,865	0
Heat	255,684	238,644
Total non-renewable energy	388,967	380,957
Total renewable energy	10,337	4,559
Total energy consumption	399,304	385,516

Carbon emissions

We remain committed to reducing our emissions from our operations, and the products we supply.

We do this by continually improving our processes to operate more efficiently and our continued leadership in waste-based renewables.

To further drive our commitment to providing lower carbon fuels, this year we have created an ESG Committee and identified ESG Champions across the business to develop our framework for the future. We have also introduced carbon targets across the Group.

We support the recommendations of the Task Force on Climate-related Financial Disclosures, and are working to align with it before it becomes a mandatory requirement in the UK, including reporting on total Scope 3 emissions in 2021.

We are committed to

Net zero operational emissions by 2035.

Through using our products, help our customers to

avoid 8mt CO₂e emissions by 2030

and 12mt CO₂e emissions by 2035 with our products.

Scope 3 emissions

Support our customers to reach net zero by 2050.

2020 carbon emissions

We continually look to improve our processes, making them more efficient and sustainable to reduce the impact of our operational activities.

Scope 1 and 2 CO ₂ e emissions (metric tonnes)	2020	2019
Scope 1 – direct emissions from operations	18,378	22,899
Scope 2 – indirect emissions from purchased energy	70,037	65,308
Total	88,415	88,207

Intensity figures (based on Scope 1 and 2)	2020	2019
Tonnes CO ₂ e per cubic metre of product sold	0.005	0.005
Tonnes CO ₂ e per employee	67	83

CO ₂ e emissions (metric tonnes by activity)	2020	2019
Renewables	60,559	59,311
European fuel supply	23,243	28,341
Americas fuel supply	4,602	533
Middle East	11	22
Total	88,415	88,207

Scope 3 CO ₂ e emissions (metric tonnes)	2020	2019
Indirect emissions related to business travel, upstream and downstream transport emissions and combustion of use of sold products		
Transport	10,524,608	n/a
Combustion	37,127,341	n/a
Total	47,651,949	n/a

Methodology
Conversions from Greenergy operational data have been calculated in accordance with the Defra Conversion Factors 2020 (version 1.0 expiry 31 July 2021).

We have included all emissions classified in Scope 1 (fuel combustion, company vehicles and fugitive emissions) and Scope 2 (purchased electricity, heat and steam) of the World Business Council on Sustainable Development Scope GHG Protocol. Certain aspects of Scope 3 have also been included on a voluntary basis as they relate to business travel, upstream and downstream transport emissions and use of sold products. 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.

By blending biofuels in 2020, we saved our customers 6.2 million tonnes CO₂e compared with using the fossil fuel equivalent. This is equivalent to taking 3.1 million cars off the road.

Renewables

Emissions from our renewables business increased in 2020 to 61k mt (FY19: 59k mt), as our third plant in Amsterdam commenced commercial production in early 2020 and had its first full year of operation.

We are committed to improving the efficiency of our plants and continue to make incremental investments in our plants to reduce their emissions.

In late 2020, our UK biofuel plants transitioned to renewable energy to further reduce emissions.

Retail, marketing and supply

Europe

Carbon emissions from our UK and Ireland business declined this year, reflecting the decline in demand due to COVID-19 lockdowns.

Flexigrid, our road haulage business continues to be the main contributor to emissions in our UK business. This year, Flexigrid drove 33% less than prior years and benefitted from previous investments in our fleet replacement programme in 2019 and 2020 that has seen the introduction of more fuel efficient vehicles.

Americas

Emissions from our operations in the Americas increased in this year following our acquisition in February 2020 of over 200 retail forecourts. Since the acquisition, we have commenced upgrades to our retail convenience sites and introducing measures to reduce emissions. We have also commenced feasibility studies to further improve energy efficiency across retail estate.

Brazil saw an increase in emissions this year due to previously agreed storage coming online.

We understand the importance of reducing Scope 3 emissions, and are committed to supporting our customers through the transition, and helping them achieve Net Zero by 2050.

This is a focus for us as a business, and we are continuing to consider credible projects to help achieve this.

47.6m mt CO₂e
Scope 3 emissions
in 2020.

Our people

We invest in the capabilities of our growing workforce, championing wellbeing and inclusivity.

>1,300
employees globally

People engagement

Our evolving workforce

As Greenergy continues to grow and evolve as a business, so does our headcount. At the end of 2020, we employed more than 1,300 people globally across eight regions in a variety of office, retail, infrastructure and haulage roles.

This year, we have seen our retail employee numbers grow as we expanded our retail side of the business. We expect to welcome more staff in 2021.

Our workforce by numbers:

508
office-based staff globally

472
drivers in the UK

123
retail staff in Canada

232
plant and terminal staff

Data sheets p50

Our employee survey found that 90% of those surveyed identify with Greenergy's values, and are committed and proud to work here.

Keeping connected through COVID-19

Throughout 2020, our staff showed resilience in the face of COVID-19. They juggled priorities through multiple lockdowns and adapted to new working patterns and environments.

Video conferencing kept our global and varied workforce of driver teams, operational plant and terminal staff, retail employees, and office-based workers connected and updated. This was particularly important with so many staff working from home during the pandemic.

Celebrating success

We celebrate our people each year by running a company-wide Staff Awards event where employees can nominate any colleague or team, and 2020 saw our first digital award format.

The award categories are driven by nominations, with the 'Team of the Year' and 'Spirit of Greenergy' awards constants, celebrating those who demonstrate our values, and lead by example.

*This did not include Flexigrid drivers owing to the pandemic or any newly acquired businesses

Staff survey highlights

In March 2020, we conducted an Employee Staff Survey across the Group globally* and obtained a 62% response rate, a positive result for a survey conducted during a period of significant change.

Of those surveyed:

- 83% report a positive culture featuring mutual respect and 89% of individuals surveyed said they feel positive about working at Greenergy.
- 97% feel the company takes health and safety seriously

- 91% say they can see it is genuinely interested in employee welfare.
- 98% agreed that they look for ways to do their jobs better

In response to staff feedback, we are revisiting induction training and implementing a new performance review system.

These results help shape our engagement with employees, and a follow up survey is planned for 2021.



Care is a core value at Greenergy. We care about our colleagues, customers and our business, and the impact of the decisions and actions we take.

Caring about our people

Diversity and inclusion

Valuing individuality and encouraging workplace diversity is important to us. Respect, one of Greenergy's values, is front and centre in the way that we treat each other.

The Greenergy culture is one of inclusivity and we attribute our success to our people. Our employees are from a variety of backgrounds and apply different perspectives to problem solving. This allows us to continuously challenge and innovate, creating the best solutions for our customers. Our diverse workforce also helps us gain a better understanding of the communities in which we operate.

Our culture promotes an environment of respect regardless of role, age, race, gender or any other societal typecast.

Investing in our people

We aim to be an employer of choice, developing current employees through learning and development opportunities, while attracting prospective employees to the business. Making sure we have the right skills and capabilities ensures we can deliver on our strategy.

Regular safety training is undertaken by all staff across the business, irrespective of role, and we encourage the open and honest reporting of all hazards.



In 2019, we introduced the Knowledge Hub - our in-house training resource with more than 319 different courses. This ensures staff are able to undertake additional training and development through the pandemic, with the platform available on any device, anywhere, at any time. In April 2020, we extended Knowledge Hub to our drivers and later in the year to our retail business allowing them to access specific and relevant training for their role.

Gender diversity as at 31 December 2020

	Women	Men
All employees	302	1033
Non-driver workforce	301	562
Senior management	8	36
Executive Directors	3	

25,169

training courses were completed by our staff



Case study

Introducing diversity and inclusion working group

Through open and two-way communication, we have developed a meaningful employee-led group to address matters that resonate with our employees.

In 2020, productive discussion about what we do well and where we can improve kicked off the first meeting and next steps are underway to clarify the Group's objectives for 2021.

We encourage our people to bring their true selves to work every day, and respect the range of skills and experience each of our employees has - it is essential for growth and innovation.

Understanding the challenges our staff have faced over the last twelve months, we introduced a range of new wellbeing initiatives.

Staff wellbeing

The safety, physical wellbeing and mental health of our people is a priority.

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

As COVID-19 unfolded and our ways of working were forced to change, we introduced new wellbeing initiatives to give additional support to our colleagues throughout the pandemic.

This included the introduction of a new wellbeing policy to improve staff wellness, corporate memberships to Headspace meditation app and the introduction of weekly online yoga classes.

In 2020, we also agreed to participate in the 2021 Mind Workplace Wellbeing Index, an independent mental health charity that undertakes an annual index, and will provide insights to tailor our wellness offering to employees' needs.



Supporting our local communities

For over ten years, we have been giving back to our local communities. Our programme allows our employees to determine where the funds are needed most to support their community.

Charitable giving

Each year, a charity budget is set by the Board. All employees at Greenergy are divided into teams and encouraged to work together to nominate local charities.

Rather than allocating charity spending at a corporate level, the allocation of the budget is determined by employees in line with our charity policy.

In 2020 our charity budget of £362k was distributed to 83 charities. The types of charities that benefitted this year ranged from palliative care, medical and mental health organisations to food banks and youth charities.

£362k

charity budget across the Group



COVID-19 support

In the UK at the start of the COVID-19 outbreak, healthcare settings and schools in the local communities close to where we operate were experiencing acute shortages of PPE. Where possible, we stepped in offering our surplus items to help them continue to deliver their services. These donations included hand sanitisers to local schools, and surgical gloves to a doctor's surgery and a cancer ward at a local city hospital.

Through our charitable giving scheme, our team in India chose to donate a much-needed ventilator to a Medical College in Kerala State.

Within our communities, we donated excess PPE to local hospitals and medical settings when it was acutely needed.



Case studies

Noah's Ark Children's Hospice, UK

One of our charity teams selected a local children's hospice as a donation recipient. The money going to complete a new building and recruiting extra nurses and carers to support some of London's most unwell babies and children.

'I chose the Noah's Ark Children's Hospice due to the amazing care and support they provide to children and their families. During the pandemic, they supported many local hospitals who were overwhelmed by the first peak of COVID-19'

Kaan Ozkaplan
Greenergy Treasury Reporting Manager

Barretstown, Ireland

In 2020, Inver Painstown supported Barretstown through the Leading Lights programme. Barretstown charity offers free camps and programmes for children and their families living with a serious illness.

Bláthnaid Harney, Business Development Executive of Barretstown, said, 'Childhood stops for seriously ill children.'



It is paused while they spend weeks, months, and even years, in hospital receiving treatment, our programmes allow them to remember what it is to play, to sing and dance, to laugh, and to be just a child again, not a sick child. Inver Energy's Leading Lights support will press play on a childhood again.'

Commercial charity activities

Reflecting their role within their local communities, two of our retail forecourt brands also operate their own community programmes.



Breakaway to Play

As part of our Breakaway hockey-themed retail brand in Canada, a portion of all fuel sales from Breakaway goes towards our Breakaway to Play programme, where we partner with local minor hockey associations. Since 2019, the programme has collected over \$44,000.

This programme focuses on making hockey accessible to families in our local communities by making a meaningful impact and reducing the financial costs to get more kids involved in hockey.

The cancellation of sport due to COVID-19 and local lockdowns has had an impact on sporting associations and this programme. We are continuing to work with local associations to support them by subsidising ice time and planning for a return to the 2021/2022 season.

Inver's Leading Lights

Since Inver's Leading Lights programme launched in 2016, it has developed an emotional connection between Inver's forecourt partners and their communities. To date, there has been over 146 worthy recipients, including local schools, sports organisations, and local charities.

The criteria is to support organisations that make an impact on children, education and families close to the Inver forecourt locations.

Each forecourt has a €1,000 fund to nominate local causes to benefit from the donation.

In 2020, the programme donated €54,000 across 63 charities, by 49 forecourts.

'Community matters now more than ever and Inver's Leading Lights played an important role in the communities around our forecourt network this year.'

Chris O'Callaghan
Head of Greenergy Ireland,



Governance

Our governance framework allows the Group to evaluate, consult and act upon the various needs of different stakeholders.

The Board

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

Guiding the Executive Leadership Team, the Board uses its meetings as a mechanism to evaluate and review business operations, and on how they align with our growth strategy.

The Group Board consists of three Executive Directors: the Chief Executive Officer, Chief Finance Officer and Chief Operations Officer, and six non-executive directors, including a non-executive Chairman. Subject matter experts from the business are regularly invited to attend Board meetings to provide first-hand insights.

The Board meets regularly, and has formal Quarterly Board meetings along with a strategy day and five-year planning session. Relevant papers are available on a portal accessible by all members of the Board to ensure efficiency and timely flow of information in a secure platform.

Sub-committees

The Board's six sub-committees consider and debate specific topics and make recommendations to the Board. The sub-committees are Process Integrity, Ethics, Remuneration, Audit, Internal Risk and ESG.

Our Governance structure

Board of Directors

(Greenergy Group Holdings Limited [GGHL])
Responsible for governance, long-term strategy, stewardship and approvals



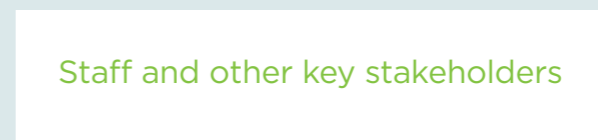
Chief Executive Officer

Recommends strategy for approval by the Group Board and collects necessary mandates on an annualised basis as well as on a case by case basis.



Executive Leadership Team

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



External stakeholders benefit from clear processes that provide regular reporting on financial and operational performance.

Executive Directors and Leadership Team

Led by the Chief Executive, the Executive Team manage the business on a day-to-day basis and have executive authority for operational, commercial and stakeholder decisions.

Informal weekly meetings cover stakeholder matters, guiding the Management Group through weekly communications and stewardship meetings with function heads.

Monthly reports address key matters, including Process Integrity events and market and customer developments against key strategic priorities, and are distributed to all Executive Leaders and Board members.

Management Group

The Management Group meets weekly and includes the Executive Leadership Team, heads of business functions and budget holders. Always starting with Process Integrity, the group also consider financials, key margins, international matters, volume, customer and operational updates. The Management Group are responsible for implementing the Group's sustainability strategy and achieve our targets.

These meetings track operational and financial targets, providing a forum for informed discussion. If a matter needs escalation, the appropriate Board authority receives notification in timely fashion.

Engagement

Monthly meeting

Monthly meetings are hosted for all staff via video conference. It is a platform that gives our employees an update on Process Integrity, general business performance, and to keep them informed and engaged. Questions are encouraged and submitted both during and in advance of the meeting.

This forum gives staff globally the opportunity to hear from business leaders, and understand the direction of the Group.

Internal communications

Communications from the CEO are published on the intranet, providing a forum to keep employees up to date with company developments. During the COVID-19 pandemic, this platform has allowed regular updates to our workforce.

> For more information on Greenergy's governance framework and approach, visit www.greenergy.com

Policies

Our success as a business has been built upon our values. We maintain robust policies and procedures to support these values.

Employment

Greenergy is committed to promoting equal opportunities including recruitment, employment, training and promotion. We believe our employees have a right to a working environment that is free from harassment and intimidation, and we expect all staff to respect and protect this right.

It is our policy not to discriminate against our workers. 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 maintains a Code of Conduct, which sets out our expectations for employee conduct. Governed by the Ethics Committee, the Code of Conduct is reviewed annually and all employees receive training on it to ensure they understand what is expected of them.

We operate in a highly regulated sector in different parts of the world. Our staff understand the ethical conduct expected of all Greenergy employees, and our stakeholders.

We have developed a Code of Conduct for our Business Partners that will be launched in 2021.

Ethics hotline

We enable, encourage, protect and respect whistleblowers.

Our employees understand that if they become aware of any unethical or illegal behaviour, they are expected to report it immediately.

A confidential whistleblowers' hotline is available and accessible to all of our employees.

Whistleblowers are strongly encouraged to report, without fear of retribution or retaliation, and this is reinforced by the Code of Conduct.

Case study

Prevention and monitoring

Greenergy's Ethics Committee assists the Board in ensuring the company's values are understood and respected, overseeing the ethical policy framework and monitoring the ethical standards whilst maintaining continual improvement. This ensures the Group is compliant legally, professionally, and ethically, taking into account the growth and development of the business and stakeholder needs.

The Ethics Committee is invested and committed to ensure the ethical standards Greenergy sets as a business are met internally and externally, and as part of its functions mandated a series of actions to ensure modern slavery and human rights related issues are addressed in a consistent and adequate manner by the business.

The Committee directed the business to contact the suppliers and actively engage them in visits to ensure the values and expectations set out by Greenergy are understood and shared by our supply chain.

Anti-bribery and corruption

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

We have an ABC policy that applies to all staff. The policy outlines our expectation to gifts and hospitality and we maintain a register for transparency.

Conflicts of interest are declared and recorded in a central register, ensuring they do not affect the decision-making process.

These policies are included in annual training and campaigns to raise awareness and ensure compliance.

Human rights and modern slavery

The Greenergy Group is committed to opposing slavery and human trafficking in any form.

We expect our own operations and suppliers:

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

Our policies 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

Approach

Greenergy is committed to full compliance with all statutory obligations and full disclosure to tax authorities. The Group's tax affairs are managed in line with our overall high standards of governance, and with consideration of our corporate reputation.

Our Board of Directors has oversight for risk management for the Greenergy Group, including those risks related to taxation. The Chief Financial Officer ('CFO') is responsible for taxation, and has oversight of tax risks across the organisation and is authorised to manage the tax risks and approve tax positions, tax settlements and payments. The CFO reports relevant tax matters to the Board of Directors as appropriate.

Relationship with HMRC

In the UK, we continue to be a significant contributor to UK Government Treasury receipts, making fuel duty payments of £4.4 billion (FY19: £5.5 billion) and VAT payments of £1.2 billion (FY19: £2.0 billion) collected during the year.

We are committed to maintaining a cooperative and open working relationship with HMRC directly and through our Customer Compliance Manager. We seek to ensure that any tax audits are efficiently and effectively managed and to make fair, accurate and timely disclosures in correspondence, tax returns and subsequent queries.

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

Sarbanes-Oxley Control Framework

With our ultimate parent company being US listed, the Group is subject to the reporting requirements of the Sarbanes-Oxley Act of 2002 (SOX). We have expanded and enhanced our overall control framework, and introduced the use of artificial intelligence in parts of our business. This has allowed us to automate controls and add to the overall robustness of the framework.

Data sheets

	2020	2019
Group KPIs		
Haulage fleet - miles per gallon	9.19	8.9
Ship sizes - average ship size (cbm)	17,102	19,109
Safety record (incident rate per 100,000 hours works)		
Fatalities	0	0
Reportable events/injuries	0.1	0.3
Lost time injuries	0.3	0.5
Minor injuries	1.2	1.4
Near misses	7.5	9.4
Hazard observations	173.3	275.5
Hours worked	2,982,603	1,987,986
Process Integrity Audits		
Number conducted annually	101	67
Our Environment¹		
CO₂e emissions (metric tonnes)		
Scope 1	18,378	22,899
Scope 2	70,037	65,308
Total	88,415	88,207
Intensity figure (tonnes CO₂e)		
per CBM of product sold	0.005	0.005
per employees	67	83
CO₂e emissions by activity (metric tonnes)		
Renewables	60,559	59,311
Retail, Marketing & Supply - Europe	23,243	28,341
Retail, Marketing & Supply - Americas	4,602	533
Middle East	11	22
Total	88,415	88,207

	2020	2019
Scope 3 CO₂e emissions (metric tonnes)		
Indirect emissions related to business travel, upstream and downstream transport emissions and combustion of use of sold products		
Transport	10,524,608	n/a
Combustion	37,127,341	n/a
Total	47,651,949	n/a
Energy consumption (MWh)		
Non-renewable fuel	73,961	95,385
Renewable fuel	4,472	4,559
Non-renewable electricity	59,322	46,928
Renewable electricity	5,865	0
Heat	255,684	238,644
Total non-renewable energy	388,967	380,957
Total renewable energy	10,337	4,559
Total energy consumption	399,304	385,516
Water		
Water Use/Consumption (m ³) ²	601,959	n/a
Waste		
Total waste (metric tonnes)³	39,770	N/a
Waste diverted from landfill (metric tonnes) ⁴	35,382	N/a
Renewables		
Biofuel Supply Chain Audits	31	28

1 Methodology

Conversions from Greenergy operational data have been calculated in accordance with the Defra Conversion Factors 2020 (version 1.0 expiry 31 July 2021).

We have included all emissions classified in Scope 1 (fuel combustion, company vehicles and fugitive emissions) and Scope 2 (purchased electricity, heat and steam) of the World Business Council on Sustainable Development Scope GHG Protocol. Certain aspects of Scope 3 have also been included on a voluntary basis as they relate to business travel, upstream and downstream transport emissions and use of sold products. 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.

2 For UK terminals and three biofuel plants only.

3 For UK terminals, three biofuel plants and three largest UK Offices (London, Manchester and Tamworth).

4 'Recovery' as defined in Annex II of the Waste Framework Directive.

Data sheets continued

	2020	2019
Biofuel Carbon Saving (%)	81.29%	81.00%
Biodiesel Blends (%)		
Used Cooking Oil (UCO)	78%	85%
Food waste	6%	7%
Other waste	3%	2%
Crops	13%	6%
Bioethanol Blends (%)		
Waste materials	49%	24%
Corn	29%	30%
Wheat	6%	6%
Sugar beet	1%	2%
Sugar cane	15%	38%
Our People		
Group workforce		
Gender ratio (M:F)		
All employees	1,033:302	939:191
Non-driver	562:301	470:190
Senior Management	36:8	22:4
Executive Directors	3:0	3:0
Staff by Region		
UK	1,003	987
Ireland	23	23
Asia	13	13
Netherlands	28	23
Canada	215	39
USA	5	3
Brazil	16	15
India	32	27

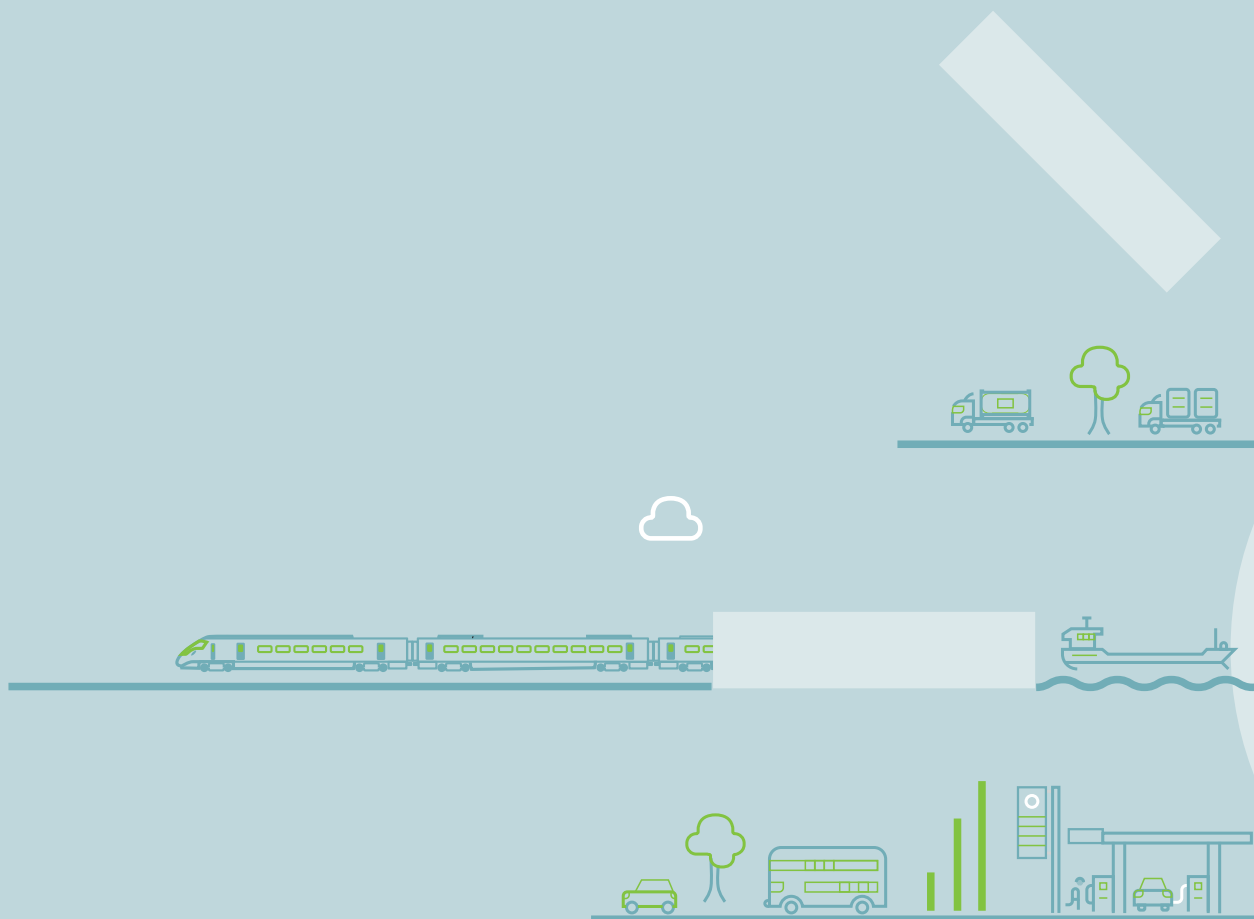
	2020	2019
Employee type		
Office	508	429
Drivers	472	485
Retail	123	0
Infrastructure	232	216
Age		
<19	0.67%	n/a
20 - 29	12.95%	n/a
30 - 39	23.84%	n/a
40 - 49	26.40%	n/a
50 - 59	27.39%	n/a
60 - 69	8.50%	n/a
>70	0.25%	n/a
Employee Survey		
Response rate	62.00%	n/a
Training		
Different courses available	319	n/a
Total of hours training	5153	n/a
Total number of courses completed	25,169	n/a
Health, Safety, Security and Environment training hours	2,340	n/a
Charity		
Group Charity Budget	£362,500	£350,000
Inver Leading Lights community investment (Ireland)	€54,000	€43,500
Breakaway to Play community investment (Canada)	\$29,755	\$14,792

Accreditations

Award, Ranking or Certification	Company /Entity	Awarding Organisation	Country of Certification	Year received
Fleet Operator Recognition Scheme - Bronze	Greenergy Flexigrid Limited	FORS	United Kingdom	2019 cont. 2020
Driver and Vehicle Standard Agency earned recognition	Greenergy Flexigrid Limited	DVSA	United Kingdom	2019 cont. 2020
ISO 9001:2015	Greenergy Flexigrid Limited	WQA	United Kingdom	2019 cont. 2020
SO 14001:2015	Greenergy Flexigrid Limited	WQA	United Kingdom	2019 cont. 2020
ISO 45001:2018	Greenergy Flexigrid Limited	WQA	United Kingdom	2019 cont. 2020
ISO 9001: 2015 Surveillance Audit	Greenergy Fuels Limited	SGS	United Kingdom	2020
ISO 9001: 2015 Recertification Audit	Greenergy Fuels Limited	SGS	United Kingdom	2021
ISO14001:2015 ISO9001:2015+ OHSAS18001:2007 Now ISO45001:2018	Greenergy Biofuels Teesside Limited and Greenergy Biofuels Limited Integrated Management System	Lloyds Register	United Kingdom	2019 (3 year certificate)
RoSPA	Greenergy Biofuels Teesside Limited	Royal Society for the Prevention of Accidents	United Kingdom	2020 (9 consecutive gold medals)
RoSPA	Greenergy Biofuels Limited	Royal Society for the Prevention of Accidents	United Kingdom	2020 (5 consecutive gold medals)
ISCC (International Sustainability and Carbon Certification)	Greenergy Biofuels Limited	Control Union Certifications Germany GmbH	United Kingdom	2020
ISO9001:2015	Greenergy Terminals Limited	SGS	United Kingdom	2018 (Re-certified in 2021, awaiting certificate)
RoSPA	Greenergy Terminals Limited	Royal Society for the Prevention of Accidents	United Kingdom	2020 (7 consecutive gold medals)
ISCC (International Sustainability and Carbon Certification)	Greenergy Biofuels Teesside Limited	Control Union Certifications Germany GmbH	United Kingdom	2020
ISCC (International Sustainability and Carbon Certification)	Greenergy Biofuels Amsterdam BV	Control Union Certifications Germany GmbH	The Netherlands	2020

Greenergy

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For more information visit

www.greenergy.com