


FCC Environment

Sustainability Report 2019

Welcome to FCC Environment

from waste
to resource

 **Front cover**
Connor McGowan — Connor arrived at FCC Environment for work experience, then came back as a shift engineer.

This page
Star apprentice Sara Afu-Clackett has come top of her class, winning BTEC Level 2: Top Student at the IPS Apprentice of the Year Awards.



United Nations sustainable development goals

The United Nations has adopted 17 global goals to build a better world by 2030. Together with our employees, customers and partners, we are contributing to many of the goals, from clean energy to sustainable cities and climate action.

Foreword

Paul Taylor

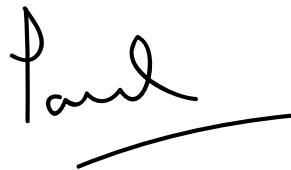
Chief Executive Officer
FCC Environment UK

In 2019, more than 280 local authorities declared a climate emergency. FCC Environment works with some 60 authorities across the UK, and we are working with our clients to help them to realise their ambitions.

While recycling has taken on a key role in the fight against climate change, the UK’s recycling rate continues to regress. For those yet to plan for net zero, I urge you to put waste and recycling at the heart of it. In autumn 2019, we commissioned research among LARAC (Local Authority Recycling Advisory Committee) members, and discovered that waste and recycling was a priority for almost 90% of respondents.

At this time, the UK is facing unprecedented challenges from the arrival of COVID-19, and waste management teams have risen to the challenge of maintaining services. Looking ahead, we are also exploring projects – such as electric vehicles – that will support our local authority partners to achieve net zero.

The LARAC findings showed that 78% of local authorities believe the climate agenda will make citizens more active in recycling. The government’s **Resources and Waste Strategy** aims to make recycling as simple as possible, and our systems reflect this. As an industry, we can lead a horse to water, but we can’t always make it recycle.



Who We Are and What We Do

As the landscape changes for consumers, legislators and industry, FCC Environment is pioneering sustainable UK solutions.

FCC Environment is a modern, progressive company that prides itself on innovation. We focus on UK infrastructure and match steady growth with a commitment to employees that has been rewarded with multiple awards.

As the UK prepares to reduce the amount of waste exported for recycling, we are well-prepared. Our diverse range of infrastructure continues to grow, enabling us to extract maximum value from waste that cannot be recycled. Increasingly, our contracts include new ways to add value – reuse and community initiatives feature highly on our agenda. We also actively participate in debate and consultation around future policy.

Our vision is to create sustainable, carbon-neutral communities. Our portfolio of strategic brownfield land holdings can play a significant role that will unlock land for development, create jobs and boost productivity, while also promoting economic growth.

While contract wins make the headlines, the seamless running of day-to-day operations is a testament to the professionalism of our teams on the ground. We look to the future, encouraging apprentices and young people to learn with us, as we thrive from their enthusiasm and fresh ideas. As our staff take care of collections and sites, our industry-leading health and safety programmes take care of staff.

United Nations
sustainable development goals



Business & Municipal Services
FCC Environment provides a wide range of environmental services across the UK and delivers a superb level of service to both business and local authority customers. Our facilities manage commercial, industrial, municipal and third party waste, ensuring consistent throughput and a thriving business model.

Recycling
Our award-winning household waste recycling centres and materials recovery facilities provide the highest quality materials for reprocessing into new products. For example, our food waste collections provide valuable green energy and returns nutrients to British farmland, supporting a restorative, circular economy.

Green Energy
Our energy recovery capacity continues to grow, helping to keep Britain's lights on without costing the earth. The heat and electricity generated by our facilities replaces the need for fossil fuels and imported energy, while providing a safe and sustainable disposal route for non-recyclable wastes.

Waste Processing
We provide a fully comprehensive service to all our customers, managing complex and hazardous waste streams as well as providing advice on compliance, waste reduction and circular economy opportunities. Our customers value our cost-effective, trouble-free and dependable service.

FCC Environment In Numbers

“We are one of the UK’s most trusted resource and waste management businesses. We hold over **100 contracts** with some **60 local authorities** up and down the country, recycling more than **1.8 million tonnes** of waste each year.”

United Nations
sustainable development goals



280

UK sites, of which
166 are operational

7

PFI and PPP contracts
(Wrexham, RE3,
Lincolnshire, Mercia,
Buckinghamshire,
Allington, Edinburgh
and Midlothian)

100

Over 100 major
contracts with a total
of 60 local authorities

6,000

Business waste
customers

3,500

Customer accounts

4,000

Customer sites

117MW

Our facilities
generate 117MW
of green energy

885k

We recycle 885,000 tonnes
of wastewater every year

1.3m

We collect waste and
recycling from 1.3 million
people in the UK

2,325

Employees

1.8m

Tonnes of waste
recycled in 2019

Highlights & Investments

2019: Landmark Year

Some years, picking highlights from a host of new projects and innovations is a tough task. In 2019, for example, while our Lincolnshire and Greatmoor energy from waste plants both processed a landmark million tonnes, the newly-launched Millerhill Recycling and Energy Recovery Centre started operations, providing enough power for 32,000 households and businesses.

In addition, FCC Environment manages some 100 contracts across 60 local authorities. We make sure that bins are collected on time, and that recycling centres operate smoothly. Each contract is unique and, from community payback schemes to bees and bright ideas from schools, we continue to innovate to offer a greater level of reuse and services to improve the local environment.

United Nations
sustainable development goals

4
QUALITY
EDUCATION

8
DECENT WORK AND
ECONOMIC GROWTH

9
INDUSTRY, INNOVATION
AND INFRASTRUCTURE

11
SUSTAINABLE CITIES
AND COMMUNITIES

17
PARTNERSHIPS
FOR THE GOALS

Raising funds for Dove House Hospice

England and Hull FC prop Scott Taylor joined local dignitaries for the launch of a unique retail outlet at Hesse’s Humberfield household waste recycling site. Items going on sale at the Reuse Shop will raise vital funds for Dove House Hospice.

“The Reuse Shop was launched as a unique venture in our area three years ago and I think it’s fantastic that it will now benefit such a deserving East Yorkshire charity as Dove House.”

Councillor Symon Fraser
East Riding of Yorkshire Council’s
Portfolio Holder for Strategic Asset
Management, Housing and Environment



Minimising waste

Moving towards
a circular
economy in
England



Resources and Waste Strategy for England

In January 2019, the government launched its much-anticipated **Resources and Waste Strategy** for England. FCC Environment worked with think tank Bright Blue to provide a response.

To view our position in full, visit the news pages of our website: www.fccenvironment.co.uk



FCC Lincolnshire Young Environmentalist Award 2019

Deeping St Nicholas Primary School and St Faith & St Martin Church of England Junior School were chosen as the joint winners of the FCC Lincolnshire Young Environmentalist Award 2019. The event has been sponsored by FCC Environment for many years. All the finalists gave inspiring presentations that illustrated their commitment to living a more sustainable lifestyle, from shredding paper, making compost and litter picking in their local community, to cycling and scooting to school and planting trees.

Winners
2019



A quarter of a century with FCC

Congratulations to driver loader Jonathan Bywater on 25 years with FCC! Jonathan carries out collections across Herefordshire. In all that time, he's only ever taken one day off sick!

★ ★
25 years
service



Contract wins

Suffolk County Council

In January 2019, FCC Environment succeeded in its bid to manage and operate Suffolk County Council’s network of 11 recycling centres. Paul West, Suffolk County Council’s Cabinet Member for Waste, says: **“This is a high-profile service with over 1.5 million users each year. FCC Environment have demonstrated they have the experience and ambition to deliver against our targets and work in partnership to provide an excellent service for residents throughout the county.”**

Hertfordshire County Council

FCC Environment was awarded a £27 million contract to manage the transfer, haulage and treatment of residual waste across the county of Hertfordshire.

£188.6
million
Central Bedfordshire
Council contract win

Central Bedfordshire

FCC Environment signed a £188.6 million contract for municipal collections and street cleansing in Central Bedfordshire. Councillor Ian Dalgarno, Executive Member for Community Services at Central Bedfordshire Council, said: **“We are confident that the new contract will improve efficiency and deliver value for money, whilst also giving us the opportunity to introduce new recycling services to our residents.”**

East Lothian Council

In April 2019, East Lothian Council, Scotland, awarded FCC Environment a contract for the thermal treatment of residual waste. The contract for £30.5 million will manage 35,000 tonnes per annum and run for 10 years, with the potential to extend up to a further five years.

£30.5
million
East Lothian Council
residual waste
contract win



Case studies

Greatmoor on target for £150 million council savings

In July, Greatmoor energy from waste plant marked its third anniversary by welcoming its 5,000th visitor.

The plant, which produces enough power to supply more than 40,000 homes, is run by FCC Environment on behalf of Buckinghamshire County Council. It is the largest single investment the council has ever made and is on track to save £150 million over 30 years.

To mark the three-year celebration and the processing of one million tonnes of non-recyclable waste, the plant is sponsoring 20 beehives for the county of Buckinghamshire.

Greatmoor has totally changed the way we handle our waste. The plant is a tremendous asset to be passing on to the new unitary authority."

Bill Chapple OBE
County Council Cabinet Member
for Planning and Environment,
Buckinghamshire County Council



Right: The £142-million, state-of-the-art Millerhill Recycling and Energy Recovery Centre
Below: Lostock Sustainability Plant



News in Brief

Millerhill Recycling and Energy Recovery Centre

In September, we opened the £142-million, state-of-the-art Millerhill Recycling and Energy Recovery Centre. The joint venture between the City of Edinburgh Council and Midlothian Council will generate electricity to power 32,000 households and businesses.

“The capability of this new plant is astonishing. With over 150,000 tonnes of waste diverted from ending up in landfill, this will be the key aspect of being on track towards reaching the milestone Zero Waste target.”

Councillor Cammy Day
Deputy Leader of the City of
Edinburgh Council

Sector Inclusion Commitment

FCC Environment has joined forces with 28 other energy and utilities employers to launch a Sector Inclusion Commitment that will actively encourage, recruit and retain a more diverse range of talent. The collaboration aims to correct the historical under-representation of women, people with disabilities, the black, Asian and minority ethnic (BAME) community, and the under 24s.

Lincolnshire Energy

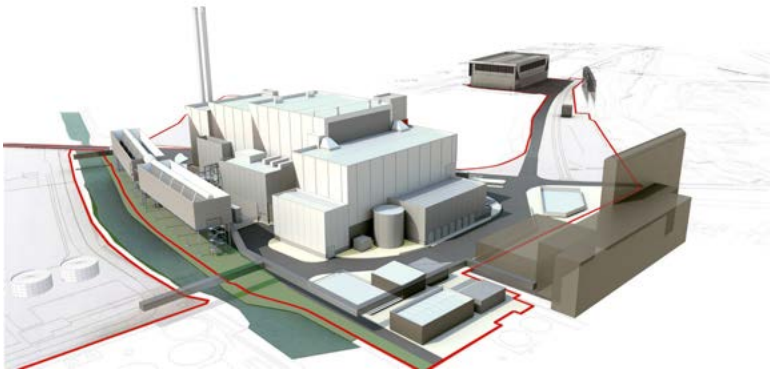
Lincolnshire Energy from Waste plant has reduced the amount of waste going to landfill by a staggering 93%, by processing a landmark million tonnes.

Greengairs Waste Management Complex

FCC Environment is also proposing to develop a new facility at our Greengairs Waste Management Complex in North Lanarkshire. The Drumgray Energy Recovery Centre will be capable of receiving and treating up to 300,000 tonnes of non-recyclable waste each year.

Lostock Sustainability Plant

Our portfolio is expanding, with plans for one of Europe’s largest energy from waste plants. The £480-million Lostock Sustainability Plant is a collaboration with Copenhagen Infrastructure Partners that will bring hundreds of local jobs to the area. Operations will start in 2023.



Case studies

Vale of Glamorgan sorts out recycling rates

The Vale of Glamorgan’s pioneering strategy to sort black bags has reduced residual waste by 60%.

Working with FCC Environment to improve recycling rates, the council introduced a policy to split black bags arriving at its two household waste recycling centres (HWRCs).

Residents arriving with bagged waste are asked to open the bags to show that they do not contain recyclable materials. FCC has set up a dedicated sorting area at each of its HWRCs for residents to sort black bag waste for recycling.

The changes have had a major impact on recycling rates. At Barry, recycling rates rose from 69% to 84%.



“Over five months, residual waste fell by an average of 60%. As well as improving recycling rates, this saved the council between £20,000–£30,000 each month at just one site.”



West Devon Collection Crew 4 receive their award

Winning teams

West Devon – Nation’s top collection crew!

Our West Devon Collection Crew 4 beat tough competition to become Britain’s Collection Crew of the Year at the national Awards for Excellence and Recycling!

The team also won the Recycle Devon Thank You Awards – the second year in a row that a team from FCC Environment has won.

Regional Director Steve Longdon said:

“This is a truly fantastic result for a team that works so hard, day-in day-out in all weather conditions, to deliver a great service to the residents of West Devon.”

Pepperhill HWRC voted best in county

The public awarded FCC Environment’s Pepperhill household waste recycling centre top scores for all areas of management. In Kent County Council’s annual satisfaction survey, FCC Environment out-performed other contractors for the second year running.

Kent County Council annual satisfaction survey results

Overall customer satisfaction

87%

Entry into and around the site

94%

Very satisfied

Length of time queuing

95%

Very satisfied

Layout of the site

95%

Very satisfied

Ease of access to recycling and waste disposal points on site

93%

Very satisfied

Site signage

94%

Very satisfied

Cleanliness of the site

94%

Very satisfied

Safety whilst on site

96%

Very satisfied



Environmental Commitment

What do we mean by Environmental Commitment?

Protecting the environment lies at the heart of our business. We safeguard the earth’s resources by reusing and recycling as much as possible, and our systems for non-recyclable waste reduce the need for fossil fuels and help to cut carbon emissions. It is only natural for us to extend this philosophy across our entire business.

United Nations sustainable development goals



In 2019, we updated our priorities, making a commitment to:

- **Care about efficiency** – from lighting to vehicles
- Think about **our impact**
- Be a **friendly neighbour** – minimising our impact on local residents and habitats
- Reach out and **educate**
- Love what we do and how we do it – operating **safely, carefully** and **economically**

Pre-emptive reporting

Our award-winning Environment Team continues to develop internal training and refresher courses for staff across the business. In 2019, we rolled out a refreshed system for reporting environmental near-misses, which resulted in twice as many potential incidents reported as the year before. Each of these near-misses represents an actual incident which was averted.



In 2019, FCC Environment became the first UK waste management company to achieve BSI certification to the latest versions for four globally-recognised standards:

- **ISO 9001 (Quality)**
- **ISO 14001 (Environmental management)**
- **ISO 50001 (Energy management)**
- **ISO 45001 (Health and safety)**

These standards represent key areas of our business. Achieving them not only proves our commitment to occupational health and safety, environmental management, energy efficiency and quality, it also reassures us that we are following best practice, and helps to protect and grow our business.

BSI’s assessments covered each of our 248 sites and involved 26 audits.



The new standards help us to reduce staff time, resources and costs. None of this would have been achievable without the unwavering commitment of the CEO and management team.”

Paul Stokes
Head of SHEQ

The journey

In the past, our standards were developed on a site-by-site basis. We wanted to establish a coherent plan that brought all of our sites and members of staff together. So, in 2012, we began to join the entire company under one certification body.

We upgraded the content of our information management system (IMS) and made it more user-friendly. By 2017, the IMS scored higher than the industry average, with 60% of staff rating it as ‘good’. We also worked hard on consultation and participation – we really go the extra mile to explain the requirements of the standards and to include every area of our operation.

Results

The new standards have resulted in positive change across the business. We are now reporting:

- **Lower levels of absenteeism**
- **A more mature safety culture**
- **A reduced number of environmental permit breaches**
- **A reduction of over 18% in energy usage per tonne of waste processed**

Meanwhile, our commitment to continuous improvement means we update goals in areas such as customer and employee feedback, internal audits and BSI assessments.



“These standards are vital for our business, as they provide our customers and stakeholders with reassurance that we have the necessary processes in place to control health and safety risks, manage our environmental impact and conserve energy, while maintaining quality service and satisfaction.”

Paul Stokes
Head of SHEQ

BSI ISO 50001

ISO 50001 is the internationally-recognised standard that represents the latest best practice in energy management, leading to reduced energy consumption and costs, and lower carbon emissions. FCC Environment felt it was important to follow the standard which best reflects our commitment to energy efficiency.

Energy initiatives

In order to accomplish ISO 50001, we map energy use in more detail, focus on improvement measures, and quantify our energy savings. To engage staff, we also run campaigns and roadshows.

Results

Most noticeably, improved energy management has led to a reduction of over 18% since 2014 in energy usage per tonne of waste processed. As well as saving on fuel and reducing emissions, this has the

added benefit of saving FCC Environment significant sums in energy costs.

Demonstrating that we take energy efficiency seriously also helps us to win new customers and motivate employees. In 2020, we will tackle further challenges as we transition to the latest version of the standard – ISO 50001:2018.

“We knew that BSI would help to drive our business forward. Externally, there’s a lot of recognition of the BSI brand, and its reputation carries weight with customers and stakeholders. Internally, we wanted a certification body that would stretch us. There is no doubt that BSI has helped us enormously.”

Paul Stokes
Head of SHEQ

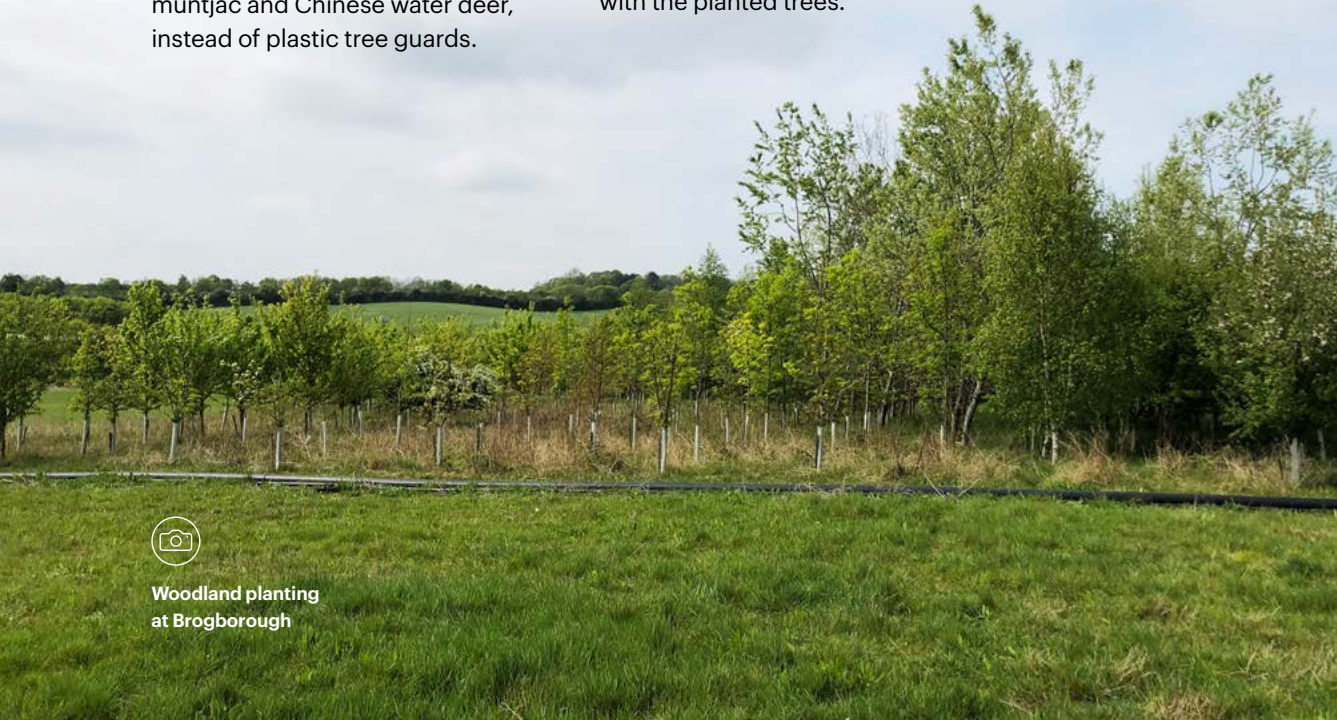
Land restoration

As part of our commitment to the environment, we go far beyond basic requirements to mitigate the impact of our business. In 2019, FCC Environment planted over 75,750 trees, and our work to protect wildlife ensures that species continue to flourish well into the future.

Tree planting

One of our biggest land restoration projects for 2019 was mixed deciduous woodland planting. At Brogborough landfill site, for example, we planted 16,000 trees, opting for deer fencing to prevent the saplings from the resident muntjac and Chinese water deer, instead of plastic tree guards.

Almost one third of the 10 hectares planted has been managed under a low maintenance approach. This replicates a natural environment, moving away from the use of pesticides to deter weeds and tall grasses that compete for space with the planted trees.



 Woodland planting at Brogborough

Sand Martins

At our fully-restored Thorington quarry site on the East Coast, in Suffolk, we have re-profiled sand martin habitats, which we hope will encourage the birds to make their homes on the site.



Inset: Re-profiled sand martin habitat

Right: Sand martin



Wildlife Mitigation

We try to ensure that projects are developed in a way which is sympathetic to protected European species. Our aim is to conserve species numbers, while enhancing habitats for the future.

At Immingham and Greengairs landfill sites, FCC Environment is collaborating with Natural England and Scottish Natural Heritage on vole mitigation schemes. Similar projects are also taking place to protect newts at our Thurcroft and Gainsborough sites.



The creation of new woodland will eventually establish into a beneficial habitat resource for localised wildlife, which will also help contribute towards achieving the UK's 2050 net zero CO₂ emission targets, to help tackle climate change."

Paul Brightwell
Restoration & Ecology Manager

Reducing our greenhouse gas emissions

One of our key aims is to operate a sustainable business. This includes a strong emphasis on energy efficiency and, this year, we are very pleased to report an 8% reduction in our greenhouse gas emissions since 2018.

At FCC Environment, we are committed to monitoring and reporting greenhouse gas emissions (GHG) and reducing our direct impact on climate change by managing energy use efficiently, particularly by focusing on areas where we can have the greatest impact, such as employee business travel, and mobile plant and fleet fuel use. A sustainable approach is also required of us by many of our large customers, particularly local authorities.

c.80% of total electricity use originates from 100% renewable sources

GHG emissions resulting in fuel use (liquid fuel & natural gas) have also **reduced once again**

We are very pleased to report a further **8% reduction** in our GHG emissions since 2018

Greenhouse Gas Emissions – 2019

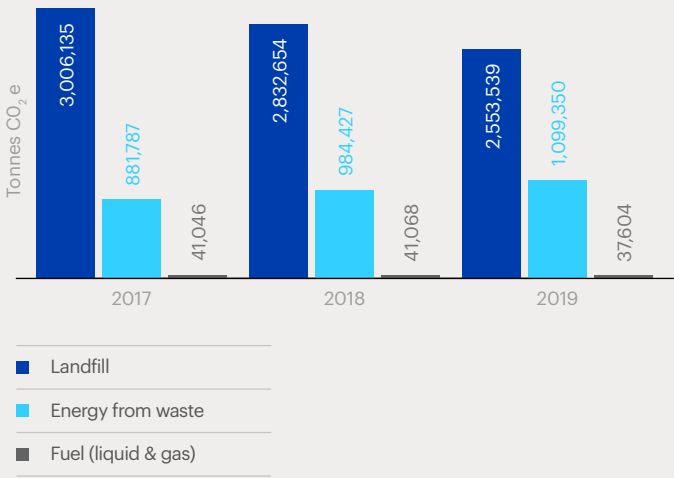
Reporting period covered: 1 January 2019 – 31 December 2019

Direct scope 1 emissions: Direct GHG emissions from landfill activities, from the combustion of waste and fuel in energy from waste facilities, and from the use of fuel by our fleet.

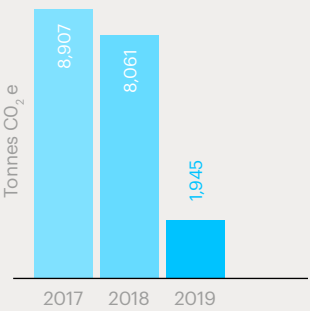
Indirect scope 2 emissions: Indirect GHG emissions from purchased grid electricity.

Indirect scope 3 emissions: Indirect GHG emissions predominantly from business travel.

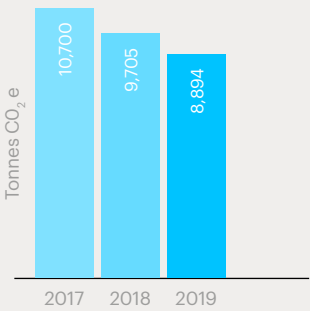
Direct scope 1 GHG emissions



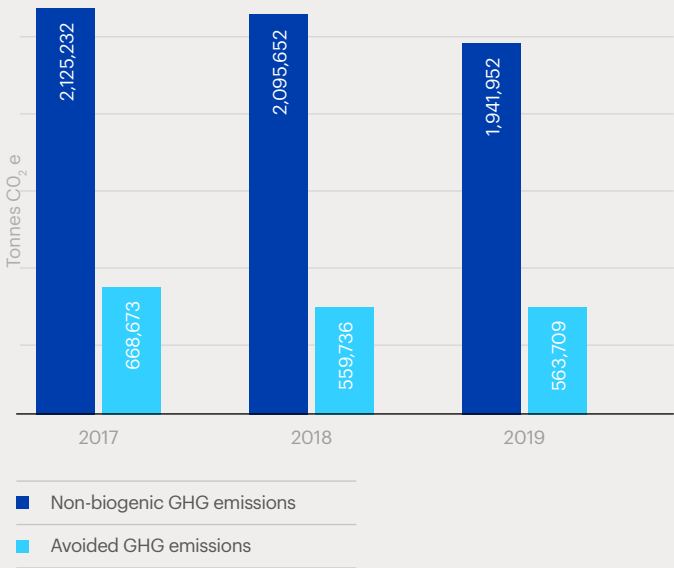
Indirect scope 2 GHG emissions: electricity



Indirect scope 3 GHG emissions: fuel



Non-biogenic GHG emissions



Non-biogenic GHG emissions: Accounts for CO₂ emissions (generated from fossil carbon) from landfills, energy from waste facilities and the combustion of fossil fuels.

Avoided GHG emissions: One of our key aims is to operate a sustainable business. This includes a strong emphasis on energy efficiency and, this year, we are very pleased to report an 8% reduction in our greenhouse gas emissions since 2018.

At FCC Environment, our entire business is based around the avoidance of GHG emissions. The electricity and thermal energy produced from our landfill gas and energy from waste plants reduces the need for fossil fuels and associated CO₂. At the same time, our recycling processes, which supply secondary materials to manufacturing, account for huge savings in GHG emissions over the extraction of virgin materials.

INTEGRITY
ENGAGEMENT

FCC Environment brand value
People Focus

People Focus

Health and Safety

Waste management, with its heavy vehicles, machinery and manual handling is, in its nature, a risky business. Ensuring that all staff go home safely at the end of the day is the starting point for any responsible business.

But at FCC, experience has strengthened our resolve to take this even further. Over the last year we have extended our commitment to worker safety across 248 UK sites.

United Nations
sustainable development goals

3

GOOD HEALTH AND WELL-BEING

4

QUALITY EDUCATION

5

GENDER EQUALITY

8

DECENT WORK AND ECONOMIC GROWTH

10

REDUCED INEQUALITIES



ISO 45001

In 2019, FCC Environment successfully migrated from BS OHSAS 18001 to the international ISO 45001 standard.

“Compliance with ISO 45001 has contributed to fewer accidents, less absenteeism and a mature safety culture.”

Paul Stokes
Head of SHEQ

FCC apprentice shines bright

Star apprentice Sara Afu-Clackett has come top of her class, winning BTEC Level 2: Top Student at the IPS Apprentice of the Year Awards!

Sara has been at FCC for two years. Initially, she was helping the FCC fleet to run smoothly. Since then, she has worked in maintenance and operations – managing checks and assessments, and writing reports.

“It’s very different to my retail background. I love the variation. I’ve signed up to Level Three now and, hopefully, I’ll be focusing more on operations going forward. I was nominated for the awards by my tutors – it was amazing to have my work recognised. I went to the awards and then came straight into work for a night shift!”

Future stars

Apprenticeships encourage new talent into the workplace and give young people access to the support and expertise that will help them excel.

In 2019, FCC engaged with 38 apprentices across operations, maintenance, transport, finance and business administration.

Eight apprentices have gone on to full-time employment with FCC Environment. Others have chosen to continue their apprenticeships.



Star apprentice Sara Afu-Clackett wins Top Student at the IPS Apprentice of the Year Awards





FCC News

Safeguarding our workers

The last decade has been a major learning curve for FCC Environment. Following two fatalities that rocked the business, we set about establishing processes and support that would safeguard workers and visitors to any of our sites.

In 2019, we produced a ground-breaking video, **FCC News**, to highlight our work and recognise the effort and commitment of managers and staff teams. The video, which has been nominated for a major award, shone a spotlight on our most effective initiatives.



2012

The **You Could be Next** video took a direct line to communicate our new focus on safety.

2013

It Changed Everything drove safety messages home by addressing the two tragic fatalities in detail.

2014

Our first three-year safety plan led to the **Report it Every Time** campaign. Reporting all hazards and near-misses led to a 65% decrease in reportable accidents. The follow-up, **Let's Keep Safety Going**, found that reporting had increased by a staggering 300%.

2015

Don't Gamble With Your Health and Safety saw the launch of the **Because...** programme. 'Because... we want everyone to get home at the end of the day.'



Left: Proximity warning tags are active across all FCC sites

Recognitions

FCC 3rd Edition Health and Safety Awards

Risk Prevention 2016

IIRSM NE and Cumbria

Outstanding Risk Management Award 2019

British Safety Council

Sword of Honour 2017

British Safety Council

5-Star Audit 2016

British Council International

Safety Award 2014

CIWM/ESA

Health & Safety Best Practice Award 2013

FCC 2nd Edition Health and Safety Awards

Safety Management & Technical Innovation 2014

FCC 2nd Edition Health and Safety Awards

Personal Achievement Award 2014

ROSPA Gold Award

Occupational Health & Safety 2011

ROSPA Silver Award

Occupational Health & Safety 2012

ISO 45001

FCC becomes first waste management company in the UK to become accredited to ISO 45001, June 2019



Because... helps you to stay safe every day, because it encourages engagement from our staff. It encourages people to identify accidents before they happen, through the near-miss process, and allows us to discuss as a team what actions we can take."

Adrian Clarke
General Manager, re3 Ltd.

Back-track

Repetitive lifting means operatives are prone to back pain. In 2019, FCC Environment introduced Back-track – a device used to monitor manual handling techniques when loading boxes onto collection vehicles. It highlights improvements and feeds advice back to operatives.

Auto Banksman

All waste collection vehicles are fitted with the radar-based reversing aide, which prevents collisions.

Traffic management

Traffic management systems at materials recovery facilities (MRFs) and quarries help to avoid collisions.

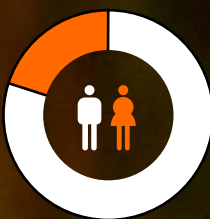
Proximity warning systems

At all of our sites, visitors and employees are given a tag that triggers an alarm if they approach heavy equipment. We have also improved pedestrianisation and introduced walkways at safety hotspots around the sites.

Gender pay update

From April 2017, the government introduced gender pay gap reporting for all companies with more than 250 employees. The gender pay gap shows the difference between the average hourly pay for men and women across all age groups, roles and levels.

While the national gender pay gap is 17.3%, our figure is particularly low. This is because we have a high proportion of women in non-manual support, technical and managerial roles within the business. These roles are typically paid higher than male-dominated manual roles.



Gender
■ 78.42% male
■ 21.57% female

	Male	Female
Total % employed	78.42%	21.57%
Median gender pay gap	0.26%	
Mean gender pay gap	2.44%	
Lower quartile	82.41%	10.80%
Lower middle quartile	82.89%	17.11%
Upper middle quartile	82.63%	17.37%
Upper quartile	81.05%	18.95%
Received a bonus in this period	72.33%	84.39%
Median bonus gender pay gap	-3.47%	IN FAVOUR
Mean bonus gender pay gap	-3.58%	IN FAVOUR



Employee surveys

Our employee engagement score continues to rise. In 2019, it increased to 7.8, which places us in the top 10% of energy and utility companies. Our highest scoring drivers are management support, meaningful work, goal setting, peer relationships and autonomy.

Recognition Programmes

Our recognition programmes continue to reward and incentivise staff. Last year, we awarded 1,200 perks – including gift cards, coffee cards and chocolates – as well as 772 recognitions. Employees were recognised and rewarded for everything from a simple ‘job well done’, to teamwork, helping others, and environmental commitment. A significant proportion of accolades were awarded to teams.





FCC Environment joins forces to support ex-military personnel

FCC Environment has joined forces with other energy and utilities employers to retain and attract ex-military employees into the industry.

In total, 24 employers have come together as a partnership, to sign individual Armed Forces Covenants. Organised by the Energy & Utilities Skills Partnership (a sector-focused skills partnership as part of the Energy & Utility Skills Group), the covenant represents a commitment to collaborate and work with the Ministry of Defence (MOD), Defence Relationship Management (DRM), and the Department for Work and Pensions (DWP).

The covenant supports serving military personnel, including reserves, service leavers, veterans and their families. Recognising the value and experience of the ex-military workforce, energy and utilities employers commit to work together to ensure the sector is recognised as armed forces-friendly.

Candidates learn about the supporting employers, and search for jobs and careers information through 'Energy & Utilities Jobs'. Employers work collaboratively on the website and post over 550 roles per month, many of which are suited for ex-military personnel.



At the signing of the Armed Forces Covenant, contract manager John Whitup was asked to share his path from the military into the waste sector.



I am delighted to see our leading employers support the covenant. A good proportion of the **14,000** people that leave the armed forces every year possess highly sought-after skills. With their **technical skills, professional drive** and **personal determination**, they are ideally placed for a career in our rewarding sector, which urgently needs **221,000 recruits** by 2027 to meet its skills challenge."

Nick Ellins
Chief Executive of Energy & Utility Skills



Training

At FCC Environment, it is our belief that all employees have the potential to develop, both in their work role and their personal lives. Our training reflects this. We cover personal, business and legislative development, giving employees the confidence, proficiency and self-assurance that keeps them safe and gives them job satisfaction.

Personal development = professional excellence

We encourage staff to buy in to the business by considering their personal contribution to success. We support them by allocating specific budget resources to help them meet their goals.

Leaders programme

Taking the leap into a leadership role can be daunting, and new leaders need all our support and encouragement. Our Introductory Leadership Development Training helps team leaders and new supervisors to develop the skills needed to lead effectively. The six-day programme consists of leadership training, people skills, coaching, problem solving and basic finance.

Mental health

Mental health issues can affect people of all ages and dispositions. Support at work and knowing where to turn can make a huge difference to anyone suffering from mental health challenges. In 2019, every member of staff in the company took part in our Mindful of Mental Health e-module, which was developed by our dedicated training team. We are extremely proud of this resource, which raises awareness and signposts people to the resources available for support.



Below: Mindful of Mental Health e-module, developed by the FCC training team



Customer focus training

Modern recycling centre attendants are expected to manage more than just recycling. Customer focus has increased, with new contracts asking for site attendants to engage with the public, direct them, and speak with authority on recycling. To help staff to manage demands which arose from the new contract with Suffolk County Council, FCC Environment’s training department designed a Customer Training course which catered to the needs of individual staff members.

Ethical attitudes

Last year, we also rolled out a Code of Ethics e-module. Developed by our parent company in Spain, it underlines the standards and behaviour required of FCC management and staff. The training was rolled out worldwide and new members of staff are expected to complete the module.

Competence upgraded

FCC Environment staff around the country are honing their skills and technical expertise with our new, uprated Competence Management System (CMS).

The CMS, which is accredited by Lloyds Register, covers every aspect of a candidate’s role in recycling or landfill management. It supersedes the Certificate of Technical Competence as a means of demonstrating technical aptitude, and will be rolled out to our quarry and waste management divisions in 2020.

As well as giving candidates feedback on their skill level, the task book has proved useful for training new managers and supervisors.

“We don’t just think people should be given the skills and knowledge to do their jobs effectively; we seek out every opportunity to help them achieve their full potential.”

Lesley Callaghan
Head of Human Resources



Doing the Right Thing

Setting clear expectations for staff, meeting independent targets and making a positive contribution to our local communities help us to stay strong and work sustainably.



United Nations
sustainable development goals



As well as adhering to the most robust standards across our entire portfolio, we apply our most creative minds to bring innovative, inspiring solutions to the communities we work in.

In 2019, we successfully brought all FCC Environment sites under the scope of our certification to BSI ISO standards:

ISO 9001 Quality Management

ISO 14001 Environmental Management

ISO 45001 Occupational Health and Safety Management

ISO 50001 Energy Management



The FCC Family

The FCC Group was included in the prestigious FTSE4Good index, a series of ethical investment stock market indices launched in 2001 by the FTSE Group. We were also the first construction company in the world to join the UN Global Compact's Sustainable Finance Group.

We renewed our commitment to the Diversity Charter and, in our 13th CSR report, we cemented our core belief that 'Ethics and business are compatible; they should be inseparable'.

FCC Communities Foundation

In 2019, FCC Communities Foundation provided more than £6.5 million to 126 projects across England and Scotland. Projects included over 50 community buildings, 27 play areas and facilities for young people, and 43 sporting facilities and outdoor spaces.

7.5-metre metal sculpture
supertree installation at Hoole
Way Sunken Community Garden

In Scotland, projects ranged from £11,281 to fit out a new community wellbeing hub in Lanark, to £90,643 towards a new community park in Plains. The FCC Scottish Action Fund has provided £623,352 to 16 projects across the whole of Scotland.

We are also able to support Flagship Projects. In 2019, **Oxford Museum of Natural History** received £250,000 to replace display cabinets and improve interpretation in the Main Court, which is used to house some of the museum’s most significant and popular items.

In 2019, it was exciting to see many of our previous projects complete their transformation. Among these were **Hoole Way Sunken Community Garden** in Chester, which had received £48,000. The funding helped to turn a neglected open space in the middle of a busy roundabout in the centre of Chester into a vibrant community garden, with enhanced

landscaping, seating and the installation of three 7.5-metre metal sculpture supertrees, which have been designed to allow planting to successfully grow on and within.

The project rejuvenated and transformed the outdated space by creating pedestrian and cycle access, seating and resting areas, and landscaping to create a biodiversity haven in an urban setting.

Built in a Victorian dry dock, the **Dock Museum at Barrow-in-Furness**, Cumbria, explores the life and industrial heritage of the people of Barrow-in-Furness. FCC Communities Foundation provided £120,000 to create outdoor spaces as interesting and vibrant as the interior of the museum. The project included the restoration and siting of the Herbert Leigh, the borough’s longest-serving lifeboat, stationed at Barrow from 1951 to 1982.

Projects funded in Scotland include a number of different objects, including the restoration or heritage and listed buildings. In 2019, we supplied funds of £12,376 for the restoration of stonework at Coldingham Priory – a Grade A Listed Ancient Monument.

Coldingham Priory is not only a local church and major tourist site, but also provides the local village with a hub for social and community activities. St Ebba established one of the first Christian settlements in the parish, and the church’s founding charter was issued in 1098. The ancient building’s stonework was deteriorating and becoming dangerous; the project involved the removal and replacement of crumbling stones, and repointing of the external walls.



FCC Community Action Fund

The FCC Community Action Fund provides funding to projects within 10 miles of an FCC Environment site in England. In 2019, £5.9 million was divided among 110 projects.

All projects funded in England are for the improvement of community facilities. They include larger grants such as funding of £99,595 towards the creation and fit out of a new community room and toilets at **Sutton Courtenay Church**, to many smaller grants, including £6,848 given to **Brickhill Village Hall** in Buckinghamshire, to help with the cost of replacing windows, to improve thermal efficiency and reduce running costs.



Far left and centre:
Restoration of the
Herbert Leigh and the
Dock Museum, Barrow-
in-Furness

Right: Restoration work
at Coldingham Priory

Bletchley Park early warning centre restored to former glory by £1 million funding

Bletchley Park was the heart of Britain’s codebreaking operation during World War 2 and now welcomes over 250,000 visitors each year. In 2019, FCC Environment provided this vibrant heritage site with £1 million to restore Block A, the Naval Intelligence Section where codebreakers gave early warning of impending danger to Allied convoys.

The project will allow visitors to learn about the problem-solving skills and resilience of the Bletchley Park Codebreakers, and includes the creation of a new permanent exhibition space, together with a

temporary exhibition space which will support a vibrant and changing programme.

Future plans include brand new exhibition spaces, which will reveal more of Bletchley Park’s remarkable people stories and insights into its contribution to breaking Axis Naval codes and ciphers. The works will build capacity to welcome over 300,000 visitors and more than 50,000 students annually, as well as cementing Bletchley Park’s reputation as a premier heritage site.



This next phase of development brings us another big step closer to realising our vision for Bletchley Park to be recognised worldwide for the achievements that took place here during World War Two, and their timeless relevance for present and future generations.”

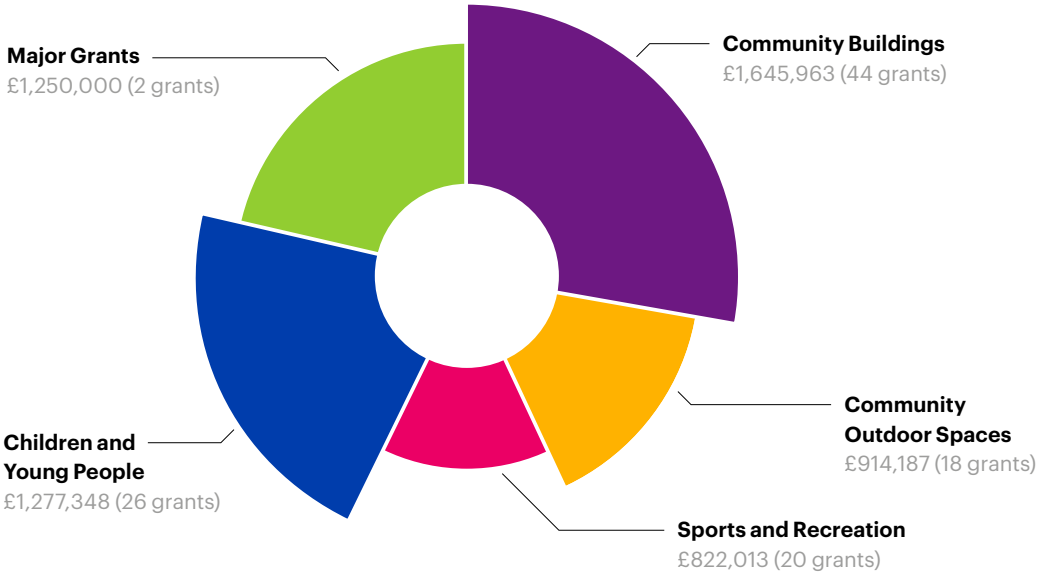
Sir David Brown
Chairman of Bletchley Park Trust

300,000 visitors

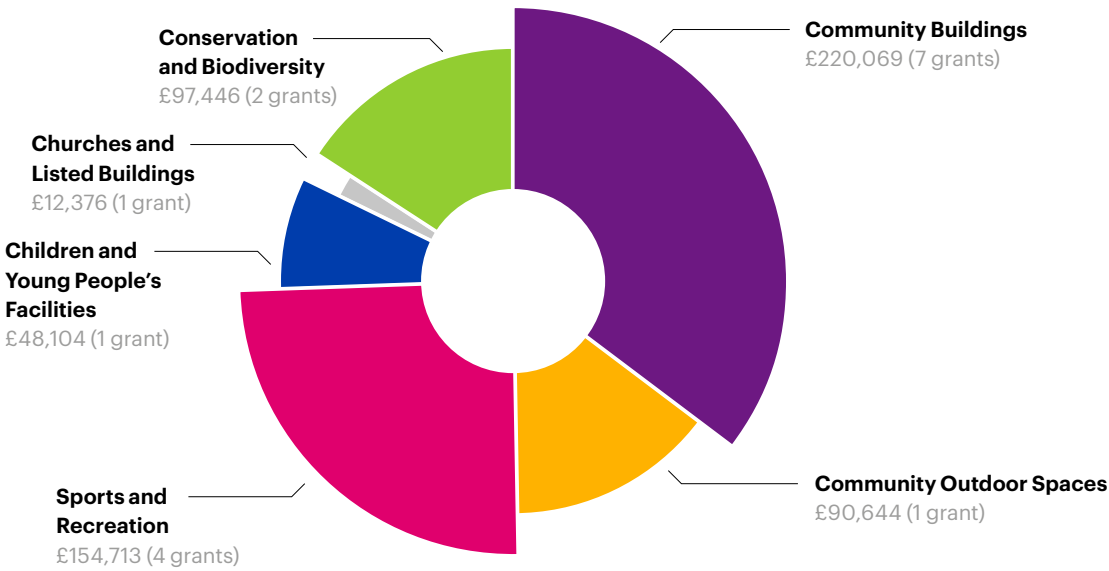
FCC Environment provided £1 million to welcome over 300,000 visitors to Bletchley Park

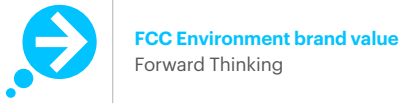


Landfill Communities Fund Projects 2019 —



Scottish Landfill Communities Fund Projects 2019 —





Forward Thinking

Attracting talent to cement business excellence

Energy & Utility Skills is a not for profit organisation helping employers in the energy and utilities sector to attract, develop and maintain a sustainable, skilled workforce. Following the inaugural publication of the sector’s first Workforce Renewal and Skills Strategy in 2017, we published the 2020–2025 strategy in June 2020.

Jan Ward, CBE. Non-Executive Chair, Energy & Utility Skills

United Nations sustainable development goals



Today, as I write, we are in the middle of the COVID-19 pandemic. I am very cognisant of the fact that this not only affects each and every one of us personally, it also places the value of our skills, knowledge and abilities under threat. We have all followed the stringent measures that the government has set out to protect our people. But it is our people that are keeping our country running: keeping the lights on, our homes heated, providing us with clean water and removing and managing all our waste.

It is uplifting to hear that our unseen heroes are receiving plaudits from the communities they serve. It is also our people that we will rely on to get the country back on its feet when this is all over. Attracting new blood into the sector, whether it is recruiting those that are currently displaced, STEM students, graduates or apprentices, will be vital to continue to keep our sector resilient and to renew our ageing workforce.

Jan Ward, CBE
Non-Executive Chair,
Energy & Utility Skills





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Jan Ward, CBE
Non-Executive Chair, Energy & Utility Skills



Energy & Utilities Skills Partnership

The Energy & Utilities Skills Partnership (EUSP), consisting of 30 of the sector’s CEOs, is focused on recognising and growing the vital human capital that will not only provide the nation’s gas, power, water and waste management strategies but, ultimately, deliver the nation’s net-zero carbon commitments.

To help increase sector attraction and the recruitment of new talent, the EUSP established a number of projects, one of which is Energy & Utility Jobs (EUJ), currently chaired by Lesley Callaghan from FCC Environment. EUJ promotes and illustrates what the sector does, its vital role in society, and the range of occupations and scope of careers available. It is essential that the sector’s workforce reflects the communities that are served, so the jobs hub presents the roles available across the sector, enabling individuals to apply on employer websites. EUJ runs several campaigns throughout the year to recruit graduates and apprentices from under-represented groups, such as females, Black, Asian and Minority Ethnic (BAME), ex-service personnel and people with disabilities. It signposts them to places where they can apply for jobs.

Many of our members recruit an annual cohort of apprentices. The sector’s End Point Assessment service has celebrated over 1,500 engineering-based apprentices graduating – receiving explicit praise from the apprenticeship regulator, the Institute for Apprenticeships and Technical Education.

Energy & Utility Skills Register

Throughout 2019-2020, the Energy & Utility Skills team has focused on delivering real results for its members whilst securing excellence across the services that the business provides. For example, the high-profile Energy & Utility Skills Register (EUSR) invested in a new digital platform, resulting in customer lead times improving by an average of 90%.

Critical competence schemes were updated and upgraded to the latest sector and technology standards, in partnership with employers.

Energy & Utility Skills, in collaboration with the sector employers, has achieved tangible outcomes and credible results by convening senior stakeholders, policy makers, regulators, unions, regulated businesses and the critical supply chain. For the very first time, the outcomes included securing workforce resilience within two regulatory price reviews. It has been an impactful year, culminating in Energy & Utility Skills being shortlisted as a finalist for the second year running at the Utility Week Awards 2019 in the Utility Partner of the Year category.

There is no doubt, we are living in unprecedented times, with unique challenges to deal with. But we will emerge from this and get back to a new normal. Our sector is strong, but we will still face the same challenges, ensuring workforce resilience, addressing skills shortages and having the right people with the right skills. We need to know what skills our sector will need in the future and continue to attract new talent from diverse backgrounds.

Appendix

Reducing our greenhouse gas emissions

Tonnes CO ₂ e			
Direct Scope 1	2017	2018	2019
Landfill	3,006,135	2,832,654	2,553,539
Energy from Waste	881,787	984,427	1,009,350
Fuel (liquid & gas)	41,046	41,068	37,604
Indirect Scope 2	2017	2018	2019
Electricity	8,907	8,061	1,945
Indirect Scope 3	2017	2018	2019
Fuel	10,700	9,705	8,894
Gross GHG emissions	1,886,831	3,875,915	3,701,332
Biogenic Outside of Scope emissions	1,823,343	1,780,263	1,759,380
Non-biogenic GHG emissions	2,125,232	2,095,652	1,941,952
Avoided GHG emissions	668,673	559,736	563,709

Reporting period covered – 1 January 2019 – 31 December 2019

Biogenic outside of scope emissions: Accounts for biogenic CO₂ emissions (generated from non-fossil carbon) from landfills & Energy from Waste facilities in addition to an extremely small element within our diesel & petrol use.



To find out more
call 0844 736 9992
fccenvironment.co.uk