SUSTAINABILITY REPORT 2014
4 LEADING THE FIELD IN SUSTAINABLE WASTE MANAGEMENT

Transparency is part of Indaver’s corporate social responsibility policy. Our annual Sustainability Report demonstrates that sustainability runs through the entire company and is integrated into our strategy and organisation.

10 INVESTING IN CONTINUOUS DEVELOPMENT OF OUR PEOPLE AND SYSTEMS

The safety and well-being of our employees and suppliers/partners are an absolute priority. We ensure that our employees have the knowledge and expertise to make Indaver a company that has sustainable development of the business and innovation as its trademark.

14-20 SUSTAINABLE WASTE SOLUTIONS IN THE TRANSITION TO A CIRCULAR ECONOMY

Indaver is active in individually tailored waste management for industry and public authority customers. In doing so, we extract as much material and energy from waste as possible. In doing so we are helping to work towards the transition to a circular economy.

24 LIMITING OUR IMPACT ON THE ENVIRONMENT

We develop new and innovative technologies that limit the impact of our activities on soil, water and air. But our attention to environmental impact is also demonstrated in the continuous monitoring of our air emissions, the discharge of our waste water, and potential soil and groundwater pollution.

28 GAINS FOR INDAVER, GAINS FOR SOCIETY

For Indaver results aren’t solely measured by the financial growth that we have obtained by offering our clients cost-efficient and quality service provision. By constantly improving and updating our processes, so that we can convert even more waste into new materials or energy, we are contributing to a circular economy that doesn’t place the burden on future generations.
2014 was an important year for Indaver. We began our search for a new shareholder who would support Indaver’s plans for international growth and support our mission to lead the way in sustainable waste management for public authorities and businesses. Katoen Natie, the Flemish port and logistics company active in 33 countries on all continents, was selected as the new majority shareholder of the Indaver Group. Before this new shareholder comes on board there are a number of conditions that must be finalised. We expect to be able to complete this process by mid 2015.

Looking closely at both businesses it is easy to see just how well they complement each other. Both have their roots in Flanders. Both have built their success on a thorough knowledge of engineering, striving for continual improvement and both focus on the long-term. Both Indaver and Katoen Natie are international players that offer total solutions tailored to the customer. In addition, they have industrial customers in common.

We are saying a grateful farewell to DELTA which over the last seven years has helped Indaver to build a strong position in Europe in waste management. DELTA was the right partner at the right time. But new circumstances call for new partners. We want the world to know about our sustainable service provision for public authorities and industry, and the technology and the business model behind it. With the international group Katoen Natie as a partner, we can make that happen.

We will remain committed to the values and the business culture that have made Indaver the strong European brand it is today. We have always made our strategic choices based on the pursuit of sustainable waste management, on the needs of our customers and always with a clear geographical focus in mind. We will continue to look for new ways of limiting our impact on the environment. The safety and health of our staff and of everyone who is involved either directly or indirectly in our activities are also a priority for us.

We closely monitor results and strive for continuous improvement. And we do this with full transparency, of which this annual Sustainability Report is a perfect example.

Our role over the last quarter of a century has changed dramatically. We have become a partner in the circular economy in which we reclaim materials from waste so that they can be re-used as high quality raw materials. We also look for new ways to recover as much energy from waste as possible. We keep hazardous substances out of the food and materials chains. Thus playing our role in the transition to a sustainable circular economy. We will continue to play that role in the same way, alongside our new shareholder.

STRENGTHENING INDAVER’S ROLE IN THE CIRCULAR ECONOMY
To run specialised facilities and to manage intelligent waste management systems focusing on sustainable material and energy management.

**Core Business**
- Organic Waste
- Comparable industrial waste
- Household waste

**Target waste**
- Industrial and hazardous waste
- Comparable industrial waste
- Household waste

**Target customer**
- Collectors
  - Small and medium-size enterprises, non-industry, private citizens
- Authorities
  - Public authorities, provinces
- Large-scale industry
  - Chemical, lifesciences, metallurgy
- Total Waste Management (TWM)
  - Focus on Belgium, the Netherlands, Germany, Ireland and other European countries where target customers are present

**Business model**
- Product Sales
  - EU
- Public waste PartnershipS (PwPS)
  - Focus on Belgium, the Netherlands, Ireland and other European countries where Indaver has a foothold
Transparency in its activities is part of Indaver’s corporate social responsibility policy. It has an open dialogue with its stakeholders. Its annual Sustainability Report is the final component in that dialogue. In this report Indaver doesn’t only publish its financial results but also the results of the impact of its activities on people and the environment. This data makes it clear that sustainability runs through the entire company and is integrated into Indaver’s strategy and organisation.

LEADING THE FIELD IN SUSTAINABLE WASTE MANAGEMENT

PRINCIPLES OF CORPORATE SOCIAL RESPONSIBILITY

The content of Indaver’s Sustainability Report is inspired by the EFQM model. This business model – developed by the European Foundation for Quality Management – outlines the principles of sound operational management.

Indaver believes that leadership, policy and strategy, employees, partnerships and resources are essential success factors in the efficient operation of products and services. In addition to the financial results, Indaver continuously monitors results for customers, employees and society.

The dynamic Plan-Do-Check-Act-cycle is at the core of the EFQM model – and corporate social responsibility – and is the basis for continuous improvement in our business processes and provision of services.

This is how Indaver interprets the principles of sustainable business, in which economic performance (prosperity) is achieved by providing high-quality services (processes/products) while maintaining respect for society (people) and the environment (planet). These principles form the basis of this Sustainability Report.

Scope of the report

In this report we look at the activities carried out by Indaver at our various European sites. We also look at the business activities of subsidiaries in which Indaver has a stake greater than 50 %, as well as 50 %-owned subsidiaries where operations take place at an Indaver site. The non-financial figures in this report are shown in accordance with regional legislation. The financial results are consolidated in line with Indaver’s corresponding stake in accordance with the IFRS (International Financial Reporting Standards) reporting method.

VISION: LEADING THE FIELD IN SUSTAINABLE WASTE MANAGEMENT

Indaver assists companies and public authorities to retain and further improve their (sustainable) performance by supporting and continuously improving their waste management. This entails minimum impact on society, in compliance with the strictest environmental standards, and maximum recovery of energy and materials. Sustainability informs everything we do.

Partner to our customers’ needs

Indaver helps its customers navigate the complex and ever-changing waste management environment. It offers high-quality and sustainable waste management solutions. It operates smart waste management systems and complex processing facilities. Customers can rely on an approach tailored to their needs. Indaver sets the standard for waste
management by continuously improving the performance, efficiency and safety of its services.

**Specialist in sustainable waste management**

Indaver operates specialised facilities and manages intelligent waste management systems focusing on sustainable material and energy management. It aims to offer all its customers – industrial and governmental, and collectors – total solutions for their industrial, hazardous, household and organic waste.

**Partner to the circular economy**

In a circular economy, materials that are recovered from waste streams are reintroduced as high-quality raw materials for their original purpose, or to make new products. So there is no need to use any new raw materials. Waste management therefore plays a crucial role in closing loops. Indaver wants to bring waste back into the materials chain as much as possible. With our Indaver Molecule Management we examine the molecules in waste to see which ones can be re-used safely and effectively by industry. We ensure that hazardous or harmful substances stay out of the food and materials chain.

**STRATEGY**

Indaver has a clear strategy: to operate specialised facilities and to manage intelligent waste management systems focusing on sustainable material and energy management. Operating complex processing facilities for hazardous and non-hazardous waste is Indaver’s core business. Indaver aims to offer all customers (industrial and governmental) total solutions for waste management.

**Two distinct markets**

In the industrial and hazardous waste business market, Indaver is a leader in north-western Europe with its Total Waste Management (TWM) concept. Large industrial companies want pan-European service providers. In light of this, Indaver is systematically extending its processing capacity and commercial activities across Europe through organic growth and carefully considered acquisitions. We focus primarily on countries where our core customers – chemicals, life sciences and metallurgy – have a strong presence.

For household and comparable waste we have strong roots in Belgium, and we are developing our position in The Netherlands and Ireland. Our first objective is to gain and maintain a strong position in the countries where we are currently active. In this way we can make optimal use of our facilities and continue to offer our customers cost-efficient solutions.

**Tailored customer services**

We offer our customers high-quality, sustainable and cost-effective waste management solutions, allowing them to choose the services best tailored to their needs. We have a flexible package for every type of waste thanks to a broad range of in-house facilities supplemented by third-party treatment outlets.

Customers can count on the right services at the best price, efficient project management and sustainable and effective waste treatment. We guarantee full transparency and traceability. If they wish to, customers can have a complete, worry-free service whereby we focus our attention on providing the lowest possible Total Cost of Ownership.

**Total Waste Management (TWM)**

Indaver provides integrated solutions for the management of waste of large industrial companies. This way, the industry can concentrate on its core business. Our Total Waste Management involves a total package of services for their total portfolio of waste. Indaver can take charge of customers’ waste management, from advice and on-site collection to treatment, administration and reporting.

**Public waste PartnershipS (PwPS)**

Indaver is an important and reliable partner for public authorities for a sustainable and cost-effective policy. Public waste PartnershipS provide an appropriate and flexible response to the needs of municipal authorities and intermunicipal partnerships. We work towards long-term collaboration, often in the context of intensive partnerships with joint investment in treatment capacity. The main treatment methods in this segment are high-quality recycling and thermal treatment with energy generation. Treating biowaste by means of composting and digestion is also becoming more important.
INDAVER IMPROVES ECOVADIS RANKING

Indaver is constantly improving its results in the field of sustainability. One of the ways in which it does that is to use the assessments made by EcoVadis, the international evaluation platform for corporate social responsibility. EcoVadis’ CSR-evaluation is considered the ‘ISO certification for Corporate Social Responsibility’.

In September 2014, Indaver achieved EcoVadis Gold with Advanced engagement. This is a further improvement on 2014, when we achieved ‘Confirmed engagement’.

Indaver is now ranked alongside 8% of all assessed suppliers which have Advanced CSR Engagement.

This year, Indaver provided additional information on Environment (e.g. biodiversity), Labour and Human Rights (e.g. discrimination issues, structured labour relations and working conditions) and Sustainable Procurement (e.g. Supplier Code of Conduct).

Indaver scored very high on Environmental topics and Labour Practices/Human Rights but scored relatively low on Fair Business Practices, because Indaver had not documented these aspects well enough. We now have a new version of the Company Code to improve our Fair Business Practice score for next year.

NEW CORPORATE AND REGIONAL WEBSITES

In 2014 Indaver gave its corporate and regional websites a complete overhaul. As a waste management company our work is close to the heart of society. We therefore strive for open communication. In keeping with our core value ‘Ensuring transparency in communications and actions’ we make sure that the content on our websites is transparent and to the point. In defining it, we keep our stakeholders in mind. By providing shortcuts to specific pages we offer tailor-made information. The websites’ design translates easily to mobile devices.
CO-OPERATION BETWEEN THE REGIONS: CO-OPERATION AGREEMENT

Indaver is an international organisation with subsidiaries and participating interests in various European countries. ‘Think global and act local’ is the way Indaver believes it will achieve further growth. Thinking global refers to vision and business strategy supported by the right values and policies. Acting local refers to the waste management service provided to customers and local stakeholders.

As a result of its growth, the organisation has become more complex. Clear agreements are therefore required which apply to all regions at all times and which ensure uniform operating procedures. They are described in the Co-operation Agreement.

This document describes the way the Indaver organisation works, realising similar operational behaviour and service over the different regions and guaranteeing that Indaver is in control of the major business processes.

The commitments in the Co-operation Agreement apply to all regions. Thanks to this Co-operation Agreement, Indaver approaches its stakeholders in a uniform manner, consistently promoting its core values.

NEW COMPANY CODE PUTS THE FOCUS ON CSR

Integrity and social responsibility are essential to doing business in a complex world. Indaver aims to be transparent about its ambitions and about how it fulfils them. This means all of its stakeholders know what they can expect from Indaver and, conversely, what we expect of them. This is clearly set out in our company code.

To strengthen our own standards on corporate social responsibility and to meet the new expectations of its stakeholders, Indaver has drawn up a new company code. To ensure that each stakeholder knows what to expect from Indaver and what Indaver expects of them, the benchmarks used by Indaver have now been documented for each stakeholder and each core value. Among other things, the new version focuses on the requirements that Indaver imposes on its suppliers with regard to sustainable business conduct. They must be able to demonstrate that they do not use child labour, that they work in environmentally-safe conditions and that they provide their employees with a proper wage and appropriate working conditions.

INDAVER IS A VALUES-DRIVEN COMPANY

Indaver is a values-driven company. All actions of the company and its employees must align with these values. They are a reflection of what we consider to be truly important. We always employ the best available technology, in order to minimise impact on people and the environment and to maximise recovery of materials and energy. We monitor the safety of our employees and the environment. We work professionally and transparently and comply with standards and legislation.

- Demonstrating concern for people, safety and the environment.
- Building relationships based on mutual trust.
- Transparency in communications and actions.
- Concentrating on achieving results.
- Continuously improving.
In 2014, Indaver posted a safety score for its employees that was again significantly better than the average for companies in the waste sector, as is shown in this graph of the frequency rate (LTIR), the number of accidents with time off work.

Indaver offers all of its employees training and education courses which suit the individual skills and job requirements.

**SAFETY**

<table>
<thead>
<tr>
<th>Year</th>
<th>Indaver (incl. contractors)</th>
<th>Chemistry sector</th>
<th>Waste sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>20.00</td>
<td>18.00</td>
<td>16.00</td>
</tr>
<tr>
<td>2013</td>
<td>14.00</td>
<td>12.00</td>
<td>10.00</td>
</tr>
<tr>
<td>2014</td>
<td>12.00</td>
<td>12.00</td>
<td>10.00</td>
</tr>
</tbody>
</table>

**TRAINING**

<table>
<thead>
<tr>
<th>Total training hours</th>
<th>Total staff Indaver Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>57,583</td>
<td>1,680</td>
</tr>
</tbody>
</table>

Frequency rate = \[
\frac{\text{Number of absence accidents (>1 day)} \times 1,000,000}{\text{Number of worked hours}}
\]

Remark: frequency rates for Chemistry and Waste are overall average of reported results per sector and country.
Regardless of how good Indaver’s treatment facilities and systems are, it is our people who ultimately make the difference. The safety and well-being of our employees and suppliers/partners are an absolute priority. Moreover we ensure that our employees have the knowledge and expertise to provide tailored solutions to our customers. We continuously invest in developing our leaders. The knowledge, experience and commitment of our employees make Indaver a company that has sustainable development of the business and innovation as its trademark.

INVESTING IN CONTINUOUS DEVELOPMENT OF OUR PEOPLE AND SYSTEMS

SAFETY FIRST AT INDAVER

For Indaver, safety is an absolute priority. This is consistent with our core value of ‘Concern for people, safety and the environment’. Indaver advocates a Group-wide safety behavioural culture with focus on continuous improvement to protect ourselves, our contractors and our visitors. We focus on a proactive approach, safe plants, approved management systems and well-trained employees.

Improvement in safety trend

In 2014 the number of incidents recorded was similar to that in 2013. But the safety trend, based on yearly average rates for both lost time injury rate and safety index, has shown improvement over the last 3 years. Safety records for contractors improved in 2014 on the 2013 results. The majority of incidents of lost work time at Indaver sites in 2014 involved minor injuries only.

Safety campaign

In 2014 Indaver continued the Group-wide safety campaign it launched in 2013. The purpose of this campaign is to raise safety awareness and to demonstrate our commitment to safety in the workplace. The main components of the campaign are: a poster series on safety themes in combination with safety toolboxes; site safety plant visits by the International Management Team and the Regional Management Teams; a request for active contribution from all employees in formulating ideas for improvement. Follow up posters are to be distributed in 2015 and site visits by the management teams will continue.
Safety culture: management site visits
In 2014 members of the International Management Team (IMT) visited several regional sites to demonstrate their personal safety behaviour. The Regional Management Teams (RMT) did the same in their own region.

In meeting with the employees, they used the safety video and safety posters from the campaign to openly discuss safety behaviour at work. The results and recommendations for improvement from each site visit were shared with the relevant Regional Management Team.

The on-site dialogue was perceived as positive and informative by both the IMT and RMT members and the employees. Due to the added-value of their personal and visible involvement in encouraging a safety culture in which safety issues can be addressed openly, this approach will be continued in 2015.

Safe work wear
Indaver rolled out its new work wear to all regions in 2014. The design is based on the required specifications to protect staff against chemical hazards and to ensure staff are highly visible on-site in terms of traffic safety. The Health and Safety department stipulated the requirements of the work wear for staff in relation to the type of activities that are involved in the various roles.

Indaver understands that work wear not only has to meet high safety standards but also has to be comfortable to wear. Pilot tests were carried out by staff in different jobs and locations, in addition to laundry tests, to select the best fit for purpose. Our work wear provides personal protection and also gives staff on-site a professional, recognisable appearance.

TRIPLE C: DEVELOPING OUR FUTURE LEADERS
With its Human Resources approach Indaver aims for the sustainable development of its organisation and people. One of the most important factors in achieving this mission is demonstrating quality leadership. Indaver Leadership is represented in ‘Leading by Triple C’: Care, Coach, Connect. The concept of ‘Leading by Triple C’ is incorporated in the Indaver competency model. By adopting a common leadership approach, Indaver strengthens its team culture which is necessary to achieve its local and international strategies within its matrix structure. It gives Indaver the opportunity to further develop the Indaver culture in all regions. In 2014 Indaver continued to train and develop its leaders throughout its operational regions.
SUSTAINABLE EMPLOYABILITY

Indaver aims to have the right competencies available at all times to shape its business strategy and future international growth. This means that on the one hand we monitor our ageing workforce, ensuring retention of knowledge. On the other hand we focus on optimal and sustainable employability of our people to meet the demand for longer professional careers.

We apply a pro-active approach, taking into account the diversity of the different age groups, without stigmatisation of older employees. We choose qualitative solutions, resulting in a ‘learning and development approach’.

This requires a joint commitment of both employee and company, with a dual approach in terms of flexibility and engagement. In 2014 we implemented a Group-wide strategy of sustainable employability, which was translated into regional strategies which varied depending on local context and legislation.

The 4 pillars of the Group-wide and Regional strategies are based on:

Health and well-being:
We make our employees aware of the importance of their physical and mental health, and encourage them to live a healthier lifestyle. We also offer health check-ups and relevant vaccinations. We urge our employees to pay attention to their physical and mental health, both at home and at work.

In continuous dialogue with our employees we adapt working conditions and circumstances in order to attain long-term employment. Together, we strive to find a good balance to benefit both the organisation and the employees. We monitor work places and identify the necessary ergonomic resources for an optimal work performance.

Balance in work and life:
We clarify roles and responsibilities of our employees and the expected results. We ensure our people are well trained for the job and support them where necessary. We provide them with efficient and effective tools to perform their duties. We expect our employees to use their initiative to improve efficiency of processes on the work floor.

We offer, where possible, flexible working hours, working from home and part-time work opportunities. Through open and honest dialogue, we can ensure that their situation provides personal benefit, benefit for the organisation and for their team.

Competence and career development:
We offer our employees opportunities to continuously work on the development of their competencies and skills through training and development, on-the-job-experiences, coaching, feedback exercises and potential assessments. We help them to find their personal career anchors in each life stage and facilitate job mobility. We expect our employees to take the initiative and to understand that they are in the driving seat of their competence and career development.

Commitment and engagement:
We support our employees in the Indaver way ‘Care-Connect-Coach’. We respect and trust them. We clarify their personal contribution to the Indaver strategy and the team, and involve them in decision-making. We give them the autonomy and authority to act. We help them to develop and to deal with a changing environment.
With its Molecule Management Indaver examines the tiniest building-blocks – molecules – of the chemical and pharmaceutical waste it treats, to see which ones can be reused safely and effectively.
Indaver is active in waste management for industry and public authority customers. We devise an individually tailored approach, with full transparency, professional consultation and good personal interaction as key components of our quality service culture.

CUSTOMISED WASTE SOLUTIONS FOR INDUSTRY AND PUBLIC AUTHORITIES

TOTAL WASTE MANAGEMENT PARTNER FOR INDUSTRY

Indaver Industrial Waste Services (IWS) specialises in waste management for large industry and their often complex waste streams. We offer operational, administrative and management services related to waste for industrial companies, for their total waste portfolio. In doing so we have a continuous focus on sustainability.

Full Service Provider
Indaver offers high-quality, sustainable and cost-efficient waste management solutions for industry customers. Industrial companies who want to concentrate on their core business may want to outsource all of their waste management. Indaver offers them a tailor-made, comprehensive solution: Total Waste Management (TWM). It encompasses balanced solutions in which economic viability, environmental concerns and risk control go hand in hand. Customers can count on efficient project monitoring and correct and sustainable processing.

Three pillars: assets, systems and people
Indaver’s services are built on three pillars:

• assets: Indaver has specialised facilities and third-party outlets across Europe guaranteeing the best solutions for each waste stream.

• systems: Indaver’s management systems monitor safety, quality and its impact on the environment. They embed its sustainable approach across the organisation.

• people: Indaver ensures that its employees have the knowledge and expertise necessary, offering assistance with customers’ daily operations and strategic long-term challenges.

Sustainable and safe
Industrial companies need a sustainable long-term solution for their waste. Indaver has the necessary expertise and experience to treat waste materials in a correct and sustainable manner, and has a keen sense of cost. Its total approach includes maximum recovery, while keeping the circular economy safe and clean by neutralising critical or sensitive waste components which should not enter the materials cycle or food chain. Safety and full compliance are guaranteed. Indaver adheres to strict rules and procedures to prevent risk and liability. In this way,
industry can achieve its sustainability targets whilst at the same time reducing costs.

**Knowledge partner**

Waste management is a complex matter that is continually subject to change. Knowledge management is necessary to enable Indaver to continue offering the best service provision. Indaver advises and supports its clients in their ambition to make their waste management more sustainable. Indaver itself has the task of recovering the highest degree of materials possible and generating energy in an efficient manner. That is only possible through close consultation and collaboration with its clients about the types of waste, the transport and the treatment.

**Solid ERP systems**

Indaver has invested heavily in developing and implementing reliable Enterprise Resource Planning (ERP) systems. This is the basis for fast planning, tailored invoicing and detailed reporting of costs and quantities. In addition, Indaver offers a barcode registration system for on-site waste registration. The combination of both systems ensures a watertight tracing system.

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**EXPERIENCED PARTNER FOR PUBLIC AUTHORITIES**

Public authorities are increasingly choosing to join forces with a specialist partner for their waste management. With its Public waste PartnershipS (PwPS), Indaver offers a wide range of quality and cost-efficient solutions that enable them to operate flexibly.

**Flexibility, free choice and trust**

Flexibility, free policy choice and trust – these are the guiding principles that underlie our service provision and ensure that local authorities and their residents benefit from it.

- **Flexibility**: public authorities choose what they outsource to Indaver. We advise, based on our technical, administrative, legal and commercial expertise.

- **Freedom of policy choice**: they determine which solution is the most suitable, we advise them on the appropriate services and technologies.

- **Trust**: open, timely and accurate communication is crucial. Thanks to our comprehensive IT systems, public authorities have complete access to all of the data relating to their waste streams.

**Three types of service**

- **Treatment of municipal waste**: e.g. waste-to-energy, composting, pre-treatment of biomass, sorting of plastics, paper and cardboard, treatment of household hazardous waste.

- **Organisation of waste management schemes and systems**: e.g. management of local authority waste services, management of waste collection and transport, operation of transfer stations, sourcing outlets for recyclable and/or residual materials, supporting waste prevention campaigns.

- **Management of infrastructure**: e.g. management or full operation, optimising capacity utilisation, co-ownership formulas and joint projects.

**Continuity and sustainability**

Continuity and the guaranteed sustainable processing of waste are crucial to public authorities. Indaver has its own treatment plants for the processing of municipal solid waste. High-quality recycling and energy recovery are key in all of Indaver’s activities. When new facilities need to be built, Indaver can be a partner in the development of new recycling plants, MBTs (Mechanical-Biological Treatment) or waste-to-energy plants.

**International expertise deployed locally**

Every public authority organises its waste policy in its own way, often joining forces with neighbouring local authorities. Indaver has the necessary experience in-house to work with these complex collaborative arrangements. Our local employees are dedicated to the public authorities’ service and can draw on the know-how and expertise that Indaver manages centrally.
CUSTOMER SATISFACTION

Measuring customer satisfaction
In its search for the best and most sustainable solution for every waste flow, Indaver continuously monitors customer satisfaction. It uses the results of this survey to improve its service. For industrial clients, customer satisfaction is tracked during regular direct contact between the account manager and the client. For Total Waste Management clients, Indaver also uses a Balanced Scorecard (BSC), a quantitative instrument that evaluates Indaver’s performance in specific areas such as on-site service, logistics, waste treatment, reporting and invoicing.

Proper tracking of customer complaints
Indaver attaches a great deal of importance to the proper tracking of customer complaints. Every region has a database in which complaints are recorded and the actions taken are tracked.

Belgium
PwPS Customer Surveys
Indaver wants to be a reliable partner for local authorities in the form of its Public waste PartnershipS. It is therefore important to know what our customers think. Following on from a survey of our municipality and intermunicipal customers in Flanders in December 2012, we conducted another customer satisfaction survey in July 2014. This time we focused on our customers’ opinion on Indaver’s waste treatment services. Fourteen customers completed the online questionnaire in addition to seven customers who provided partial feedback. The overall satisfaction rate was of 8/10. Positive comments included ‘great expertise’, ‘information and support’ and ‘a good follow-up of the practical organisation’. We strive to provide our customers with the best possible service and these comments suggest that we are achieving that objective.

Co-Creation Workshop
In 2014 the Industrial Waste Services (IWS) team organised a ‘Co-Creation Workshop’. The purpose of this type of workshop is to facilitate in-depth discussions with our major customers on topics that matter to them. The ultimate goal is to improve our services and thus our customers’ satisfaction. We can only do so if we get a better understanding of our customers’ needs, really listening to their challenges and understanding their perspectives.

On the agenda: our Total Waste Management (TWM) services and our Indaver Molecule Management (IMM) which contributes to the progress towards the ideal of a circular economy.

The main outcome of our TWM discussion: our customers value simplicity and the fact that their waste is being managed externally in a safe and compliant manner. They also value transparency, especially on costs. The peer-to-peer discussions were valuable for all participants. We have taken on board the feedback and will carry out specific actions in 2015.

Our Indaver Molecule Management discussion offered us a wise lesson to learn. We may think the circular economy is the future, but for most of our customers, there is no urgency. We need to work on creating a sense of urgency whilst removing concerns. We will need to develop new partnerships, new business models, new technology and we need to communicate on the benefits and feasibility of IMM projects, in order to make the circular economy a reality.

Ireland
Providing tailored information for our customers
The regulation of waste can be a difficult topic to navigate. Demonstrating itself as a true leader in the sustainable waste management field, Indaver Ireland published its Guide to Irish waste legislation in September 2014 to provide an understanding of the regulations and requirements that can affect both our customers and key stakeholders. Packed with information regarding Irish waste policy, regulations affecting the movement of waste, licensing and permitting of waste facilities and the regulations controlling various waste streams such as batteries, tyres, cars, POPs etc., the Guide is a key tool for those working within waste management, or a related area.
BIO POWER ALPHEN: A SUSTAINABLE SOLUTION FOR MUNICIPAL VGF WASTE

In the summer of 2014, Indaver Nederland started using its innovative Bio Power VGF digestion facility in Alphen aan den Rijn. With this, Indaver is able to offer municipal districts a sustainable solution for their organic waste. Bio Power Alphen has a processing capacity of 75,000 tonnes of VGF waste per year. Indaver invested EUR 16 million in this digestion facility.

Materials loop
This method of converting VGF waste into new products fits in perfectly with the sustainable waste treatment that Indaver wants to offer local authorities. With the composting installation, Indaver is once again closing a part of the materials loop. The municipality’s VGF waste is the basis for new products. The fermentation facility creates four products out of VGF waste:

1. Green gas
The wet organic waste that is delivered to Bio Power Alphen ends up in one of the two fermentation tanks. There the material is kept under special conditions for around 24 days. There is no oxygen in the tanks, the temperature is maintained at 55°C and the organic material is stirred continuously. During that time bacteria break down the material. Biogas is released in this process. The facility captures the biogas and upgrades it to green gas.

Two months after Bio Power Alphen went into operation, the upgraded green gas already achieved the same quality as natural gas. That is very fast for a new fermentation facility. Since then Indaver has also been supplying green gas to the natural gas network. The maximum capacity is 5 million m³ per year. This amount is equivalent to the annual gas consumption of around 3,400 families.

2. Liquid CO₂
CO₂ is released when biogas is upgraded into green gas. This does not escape into the atmosphere though, the facility compresses it into liquid CO₂. The maximum production of liquid CO₂ at Bio Power Alphen equals 5,000 tonnes per year.

In particular the horticulture industry uses liquid CO₂ to stimulate the growth of plants. For Indaver this is a temporary market. There is the potential to reintroduce liquid CO₂ higher up in the loop, as feedstock for the chemical industry.

Bio-methanol
Indaver is currently working with the chain partner BioMCN from Delfzijl on the application of liquid CO₂ in bio-methanol, which can be used to make diesel and petrol ‘greener’. Bio-methanol is also suitable for use as a raw material in the production of paint and plastics.

Dry ice
Bio Power Alphen’s liquid CO₂ can also be upgraded to dry ice (carbon dioxide snow). This product is particularly suited to the environmentally-friendly refrigeration of food products during transport.

Indaver is at the forefront of this product application. The transport sector is currently under enormous pressure and is unable to consider bio-based raw materials at the moment due to their higher cost. For Indaver however it is clear that as a bio-based product liquid CO₂ is the future and it fits in perfectly with its vision of sustainable re-use of waste.

3. Compost
After fermentation digestate is left over. Bio Power Alphen can convert this into high grade compost that is suitable for use as a natural soil improver. The horticulture and agriculture sectors in particular use this compost. There is an annual capacity of 33,000 tonnes.

4. Biomass
The somewhat larger woody fraction of VGF waste that takes more time to compost, is selected on intake. Once it has been upgraded, this produces 1,000 tonnes of biomass each year which goes to the biomass energy centres.
**INDAVER MOLECULE MANAGEMENT**

The demand for metals and minerals has exploded over the past few decades due to the rise in the global population and increased prosperity. But the supply of raw materials is being exhausted. Industrial companies are looking for alternatives for rare and valuable raw materials, partly by recovering them. They need materials of an equally high grade to replace the primary raw materials because inferior quality materials lead to inferior quality products.

**The smallest components**

Indaver has developed Molecule Management for its industrial customers. Indaver manages over 5 million tonnes of waste each year. Although glass, paper and plastic are now widely recycled, it is more difficult to process hazardous waste streams. With its Molecule Management, Indaver is now really looking at the smallest components of chemical and pharmaceutical waste, namely the molecules. The aim: to recover materials such as hydrochloric acid, iron oxide, iodine, rare earth metals and precious metals safely.

**Qualitative end product**

For example, Indaver has recently been recovering palladium from liquid pharmaceutical waste at its site in Antwerp. This is used as a catalyst in processes in the pharmaceutical industry. Indaver has managed to do this without sacrificing the quality of the end product. The intention is to extend these techniques to other precious metals, according to the needs of the industry. The industry can then re-use these costly and valuable materials after they have been refined by one of our partners.

**Safety first**

Indaver also continues to ensure that any residual pollutants are processed correctly. In view of the fact that this is frequently hazardous waste from the chemical and pharmaceutical industries, preventing any negative impact on people and the environment remains a top priority.

Indaver in Antwerp has recently been recovering palladium from liquid pharmaceutical waste. Palladium is used as a catalyst in processes in the pharmaceutical industry.

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**CUSTOMER ZONE**

**Portuguese Green Award nomination for Customer Zone**

The award was developed as a partnership between GCI, a public engagement consultancy, the Portuguese Environmental Agency and Quercus, the most important Portuguese NGO in the environmental field. Indaver entered its customer software system, ‘Customer Zone’, which is currently being rolled out in Portugal, and was selected as one of the 60 finalists, out of 1,000 projects.

**Added value for our customers**

Customer Zone provides concrete benefits, like reducing paper and adding efficiency to daily transactions. But mostly, it provides the insights which encourage our customers to follow our European-wide sustainability programme, focused on diverting waste from landfill and increasing recovery of energy and materials.

The extensive waste management reporting increases our customers’ insight into their waste sustainability performance. This enables them to make their sustainability goals more tangible, measurable and achievable.

This will benefit the company, its stakeholders and the community in more environmentally-friendly waste management.

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Indaver wants to bring waste back into the materials chain as much as possible. From the waste that we treat we want to extract every gramme of valuable materials for re-use and recycling.
The shortage in raw materials is one of the pressing problems of the 21st century. Indaver provides the answer: extracting materials and energy from waste. We are helping to work towards the transition from a linear economy, in which raw materials are only used once, to a circular economy in which materials that are recovered from waste are reintroduced in the materials cycle.

SUPPORTING THE TRANSITION TO A CIRCULAR ECONOMY

Indaver wants to bring waste back into the materials chain as much as possible. From the waste that we treat we want to extract every gramme of valuable materials for re-use and recycling. From the combustible, non-recyclable waste that we manage, we want to find a useful application for every single Joule.

From PMD (plastic bottles and packaging, metals and drink cartons), cardboard and paper we extract materials for re-use and recycling. From bio-organic waste we make compost for agriculture, biomass for power plants and liquid CO₂ for other applications. We extract glass, metal and fluorescent powders from mercury-containing lamps. From plastics we derive raw materials for making new plastics. The bottom ashes of our thermal processing of waste yield end products for construction and the metal industry.

The steam we generate from incinerating waste is partially converted into electricity. The steam can also serve for district heating networks and for industrial heat clusters, providing energy to families and companies with much lower CO₂ emissions.

In a circular economy the materials and food chain must stay clean and safe. Waste can contain hazardous or harmful substances. Our rotary kiln incinerators for burning waste at very high temperatures and our landfill sites neutralise these substances, thus keeping the loop clean and safe.

INCREASED METALS RECOVERY RATE IN IRELAND

One of Indaver’s core values is ‘Continuous Improvement’ and this is clearly evident at the Meath waste-to-energy facility. Since 2013, the team has been conducting trials to identify the best available solutions to increase the extraction rate for metals. Following the installation of a second magnet in 2013 for the extraction of ferrous metals, a split eddy current was installed at the facility in 2014 to increase the extraction of non-ferrous metals.

In comparison to the 2013 recovery rate of 3,000 tonnes, in 2014 the Meath facility achieved an extraction rate of more than 6,000 tonnes of ferrous metals. Since its installation in May 2014, the split eddy current provided an extraction rate of 370 tonnes of non-ferrous metals over a six month period to end of year.

The increased recovery of metals from the bottom ash improves recycling rates whilst achieving a higher landfill diversion rate. It also improves the quality of the bottom ash which provides more opportunities for re-use as an aggregate.
**INDAVER: PRODUCER OF GREEN ENERGY**

Each year, Indaver produces enough energy from the thermal treatment of waste to supply power for around 250,000 households. By 2020, Europe wants to see the emission of greenhouse gases cut by 20% compared with their 1990 levels. Energy consumption has to be reduced by 20% and 20% of the energy that is used must be sustainable. Indaver contributes a small building block to this European climate policy with its waste-to-energy strategy. Indaver’s incinerating facilities are genuine power plants. Not only are we striving to have these facilities consume as few primary fossil energy sources as possible, but we are also converting the maximum feasible amount of waste into energy. We use this energy for our own facilities and buildings or we supply it to households and neighbouring companies.

**ENERGY FOR 251,000 HOUSEHOLDS**

Assuming that the total volume of recovered steam is transferred to electricity, Indaver’s sites produce enough electricity for 251,000 households’ yearly needs (calculated with an average consumption of 3.5 MWh/household per year).

- **9,000 HOUSEHOLDS**
  - rotary kiln Antwerp

- **11,000 HOUSEHOLDS**
  - rotary kiln Hamburg

- **7,000 HOUSEHOLDS**
  - rotary kiln Biebesheim

- **80,000 HOUSEHOLDS**
  - grate incinerators Doel

- **102,000 HOUSEHOLDS**
  - fluidised bed incinerators Doel

- **42,000 HOUSEHOLDS**
  - grate incinerator Meath
TREATMENT BY THIRD PARTIES: INDAVER MONITORS QUALITY AND SAFETY

Indaver offers the most ecologically and economically responsible solution for waste from industrial customers and public authorities. Two scenarios are possible: processing in our own facilities or in third party facilities, or outlets. Indaver believes it is very important that treatment by third parties is performed in an environmentally friendly way and checks periodically to make sure that this is the case.

Why outlets?
There are various reasons for treatment by third parties:

- External centres have more appropriate treatment technology, for treating gas cylinders, reconditioning drums or regenerating activated carbon for example.
- The external centre is located nearer to the client. To reduce transport costs, Indaver sometimes works jointly with local treatment facilities. This is the case for instance for local treatment for specific foreign clients.
- An external centre can act as a backup in the event of maintenance work on Indaver facilities so as not to disrupt the regular supply and removal of waste.

Why outlets?
Indaver currently has a network of approximately 475 external treatment centres in Europe to handle waste streams from its customers. These range from very small, specific facilities (such as cleaning and repairing bins and large plastic containers) to very large, integrated enterprises (such as co-incineration plants with associated pre-treatment platforms).

What are outlets?
Structured outlet management allows us to offer our customers the same guarantee for treatment of waste by third parties as for our own facilities. This is because Indaver checks that treatment is carried out in an environmentally safe manner, in accordance with current legislation. It has set up dedicated mechanisms for this purpose.

All outlets must complete and undersign a pre-qualification questionnaire (PQQ) or equivalent, prior to any agreement between Indaver and the outlet. The PQQ checks on the minimal legal requirements for the outlet to be able to accept and treat the waste in its facilities.

In addition, a new approach was designed for approving outlets in 2014. In the case of critical activities, a ‘Quality Environment Safety Health Approval’ is now mandatory. An activity is considered critical when there is only a minimal legal framework for the proposed treatment method and/or when specific critical wastes, such as explosives, peroxides and reactive waste are involved.

The ‘QESH Approval’ is based on an evaluation of compliance with European and national waste legislation, Indaver’s ‘Best Practice Classification and Characterisation’ procedure (BPCC) and Indaver’s ‘10 Codes of Good Practice in Waste Management’. This evaluation provides a clear conclusion on the acceptability, or not, of the proposed critical activity. In certain cases, a full audit at the premises of the outlet will take place.

The challenge for 2015 is to ensure that the ‘QESH Approval’ covers the full set of critical activities.

By treating specific waste sections in third party facilities, we reduce transport costs and we use appropriate treatment technology.
### Mass Balance

The mass balance illustrates the thermal process of our installations.

The 'in' side shows the quantities of additives, water and energy needed to treat the waste efficiently.

The 'out' side shows the quantity of solid residual materials remaining after the process, the quantity of flue gases emitted through the stacks, and the quantities of wastewater and energy released during treatment.

This is the mass balance for the grate incinerators at the Doel site. On our Sustainability website you can find the mass balance of all relevant installations.

[sustainabilityreport.indaver.com](sustainabilityreport.indaver.com)

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<thead>
<tr>
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<tr>
<td>Energy</td>
<td>Flue gases 2,076,653,016 Nm³</td>
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<td>Healing oil</td>
<td>Energy 3,360,263 GJ</td>
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<td>Residual products</td>
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<td>Limestone</td>
<td>Boiler ash 8,271 tonnes</td>
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<tr>
<td>Adsorbent for dioxins and heavy metals</td>
<td>Flue gas cleaning residue 8,760 tonnes</td>
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Indaver never ceases to search for the very best technology that allows us to process complex and frequently changing waste flows with maximum energy and materials recovery. We develop new and innovative technologies that limit the impact of our activities on soil, water and air. But our attention to environmental impact is also demonstrated in the continuous monitoring of our air emissions, guaranteeing that the purified flue gases that leave our stacks comply with the strictest environmental standards; of the discharge of our waste water; and of potential soil and groundwater pollution on our sites.

LIMITING OUR IMPACT ON AIR, WATER AND SOIL

Indaver intends to keep the impact of its operations on people and the environment as low as possible. We are investing in new technologies and methods in order to further limit our air and water emissions. Indaver uses water frugally. It also takes care that its activities have no impact on the soil. It takes the necessary measures to prevent contamination of the soil and groundwater on its sites and makes sure that waste is disposed of safely on the landfill sites it manages.

Indaver is constantly making further efforts to reduce its environmental footprint. We keep the environmentally-friendly flag flying high both when treating waste and when transporting waste or people. Indaver intends to be climate-neutral by 2020.

Minimal impact on air
In order to quantify our impact and results in terms of air emissions, for each of our relevant thermal processing facilities, we provide the mass balance, an overview of the volumes of pollutants and their performance compared to the daily average standard. A report of the dioxin results is also given for each plant. We discuss the results of the thermal installations based on the incineration technology: the grate incinerators in Belgium and Ireland, the rotary kiln incinerators in Belgium and Germany and the fluidised bed incinerators in Belgium. These are the most relevant facilities for our emissions.

Minimal impact on water
Indaver uses water from various sources in its treatment processes. In addition to primary sources such as mains water, surface water such as river or canal water and pumped groundwater, Indaver is also investing in re-use of (waste) water flows, known as secondary water.

Indaver uses water frugally. Therefore, it makes use of secondary water as much as possible. This involves rainwater collected from roofs, roads and hard-standing, as well as wastewater from its own treatment installations. This re-used water can cover the water requirement of the facilities if it has the required quality.

Indaver invests in new technologies and methods in order to further reduce its impact on water.

For the results we focus on the five sites with the greatest water requirement: Antwerp and Doel in Belgium, Ijmuiden in the Netherlands and Hamburg and Biebesheim in Germany.
In the Waasland Port near Antwerp, Belgium, Indaver has created an industrial steam network. The starting point of this cluster is Indaver/SLECO’s waste-to-energy facility in Doel. With the heating network the steam that is released during incineration is diverted via a steam pipeline to neighbouring chemical and logistics businesses. In view of the fact that half of the waste that Indaver/SLECO processes at the facility is biowaste, the heat that it produces is green heat.

Flexible green energy
The energy provision is flexible: businesses use the steam whenever they need it. Furthermore, by connecting to this network, which produces heat that is 50 % green, they can fully or partly replace their own gas-fuelled boilers that produce 100 % grey energy. Consequently their consumption of fossil fuels decreases.

One network = 50 windmills
This heating network will become one of the largest industrial heating clusters in Europe. The CO₂ saving that it will achieve is equal to the amount of CO₂ saved by building 50 windmills. Other emissions such as those from nitrogen oxide and particulate matter will also decrease.

Strategic importance
This heating network creates a reliable, sustainable and cost-effective energy provision – one more reason for the participating companies to continue to choose the Antwerp port region. Other businesses can also be connected to it. This network could be the beginning of an intensive heating network for the whole industrial area. Which is why it received strategic investment support from the Flemish government in 2014.

Planning
In the past few months, ‘letters of intent’ to use the heat were signed by six businesses, active in the chemicals and logistics sector. Construction can commence as soon as these engagements have been converted into contracts.

Indaver/SLECO’s waste-to-energy facility in Doel is the starting point of a new industrial steam network.
Remediation of the hazardous waste landfill site in Bonfol, Switzerland continued in 2014. Approximately 114,000 tonnes of material was disposed of at this site, including paints, pharmaceutical products, detergents and pesticides.

Indaver, a major partner in this project, safely removed an additional 43,400 tonnes of contaminated chemical waste from the site in 2014. The waste was transported by rail to the incineration plants of the Indaver Group at Hamburg and Biebesheim in Germany, and the Antwerp facility in Belgium, for specialised treatment.

**Challenging phase**
The contamination levels and consistency of the waste proved quite challenging in this phase of the project in comparison to the initial excavation work. The expert project team ensured all operations, transport and final disposal were achieved without incident and in full compliance.

**Completion in 2015**
To date, a total of 139,000 tonnes of contaminated waste have been successfully transported and disposed of. It is envisaged that 175,000 tonnes of waste will be recovered from the site as part of this remediation project. The project which started in 2010 is scheduled for completion in late 2015. It will take an additional year to remove all installations and equipment from the site and return it to its natural state.

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**INDAVER IN DOEL STRIVES TO BE CLIMATE NEUTRAL**

Indaver’s Doel site, where household waste, similar commercial waste and sludge are thermally treated, strives to be climate neutral. By recovering energy Indaver avoids the need for CO₂ to be emitted elsewhere for generating energy with fossil fuels. Around one-half of the waste treated is biowaste and is therefore regarded as CO₂ neutral. The energy that is recovered via the incineration is therefore regarded as renewable energy.

During the processing of the waste, Indaver recovers metals from the waste materials and the incinerator ashes for the recycling sector. To produce these metals from ore, much more energy would be needed and therefore more fossil fuels would have to be used, resulting in even more CO₂ emissions.

If we put all of this into the CO₂ emissions balance sheet – the total CO₂ emissions caused by our grate incinerators and fluidised bed incinerators, minus the CO₂ that we avoid producing via the recovery of energy and materials and via the incineration of biomass – then the difference is only 10 % from the initial volume of CO₂ emissions.
KEY FIGURES
Key figures 2014 in comparison to 2013, in million Euro:

- Operating income /revenue: EUR 533 million (+ 1 %)
- Operating costs: EUR 488 million (+ 2 %)
- Operating cash flow (EBITDA): EUR 104 million (~ 3 %)
- Operating result (EBIT): EUR 44.6 million for 2014 (~ 3 %)
- Profit after tax: EUR 33.8 million (~ 15 %)

<table>
<thead>
<tr>
<th>Operating revenue</th>
<th>Operating expenses</th>
<th>EBITDA</th>
<th>Operating result (EBIT)</th>
<th>Profit after tax</th>
<th>Total Equity</th>
</tr>
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<tbody>
<tr>
<td>533</td>
<td>488</td>
<td>104</td>
<td>44.6</td>
<td>33.8</td>
<td>370.6</td>
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</tbody>
</table>
Indaver is a results-oriented company. But for us, results aren’t solely measured by the financial growth that we have obtained by offering our clients cost-efficient and quality service provision. By constantly improving and updating our processes, so that we can convert even more waste into new materials or energy, we are contributing to a circular economy that manages natural resources in a smarter and more conscientious way and doesn’t place the burden on future generations.

GAINS FOR INDAVER, GAINS FOR SOCIETY

INNOVATION CREATES PROSPERITY

It is about prosperity – gains for the whole of society. Innovation is always the driving force. We develop new technologies and build advanced facilities with just one goal in mind – to recover the greatest possible quantity of materials and energy from waste. We invest in research and development so that we continue to set the standard for waste management.

Furthermore, Indaver wants to be involved in the region in which it operates. It is not content to limit its social responsibility just to minimising its impact on people and the environment. It also supports social projects and sponsors good causes that are aligned with its core values and are good for the region where it operates.

FINANCIAL RESULTS

Indaver has realised healthy profits and substantial cash flows in improved, yet still challenging, economic conditions.

Allowing for the particularly challenging economic environment, this provides a robust foundation for additional growth. Indaver has been able to reinforce its competitiveness and market position over the last few years. It goes without saying that a stable cash flow underpins ongoing growth ambitions and opportunities for Indaver.
Knowledge sharing is one of Indaver’s priority strategic competences. We understand and value the importance of knowledge and thought leadership for our customers, our people and the waste industry as a whole. Indaver’s research activities are integrated in our company structure, using multidisciplinary knowledge sharing teams. We exchange this knowledge, internally and with third parties, in order to continuously improve and innovate our service offering.

Knowledge climate
We create a knowledge environment in which employees deepen their knowledge and share their expertise. This stimulates creativity and leads to innovative ideas in order to improve its operations and to recover even more materials and energy. These ideas are tested on the grounds of feasibility, usefulness for customers, durability and risks before being applied.

Research and Development
Indaver invests in research and development so that it always sets the standard for waste management. Indaver employees are trained with the idea of continuous improvement and to experiment with new ideas of their own. Innovativeness may not only be found in its installations, but also in its processes, services and systems.

Innovating across the regions
In the International Operational Competence Centres (IOCC) that operate across all the Indaver regions, internal knowledge and experience are collected, developed and shared in order to further improve our processes. New technological advances are monitored and new ideas are developed.

Workshops, training courses and seminars
Indaver shares its knowledge with the sector, researchers, policy-makers, educational institutions and stakeholders. Indaver employees visit schools to talk about their work and students can visit the site. Indaver also attends job fairs and other events where companies exhibit to potential employees.

Site visits and open days
Open days and site visits are an ideal opportunity in all regions to allow Indaver’s stakeholders a glimpse behind the scenes and give Indaver a chance to profile itself as the partner of choice for waste management.

Neighbourhood council sessions and consultative forums
Indaver strives to provide transparent communication. Neighbourhood council sessions and consultative forums are valuable forums in which Indaver meets companies, environmental organisations, neighbours and local authorities. Indaver listens to questions, provides information rapidly during incidents and systematically keeps the panel informed about new projects.
SOCIAL ROLE

Belgium: Unique co-operation with the environmental movement
The Sustainable Materials and Energy Management Fund is a unique joint venture between Indaver and the local and regional environmental movement. It supports innovative projects that teach the residents of Flanders to handle materials and energy in a more sustainable way in line with Indaver’s efforts to convert as much waste as possible into raw materials and renewable energy. Through SLECO, Indaver provides EUR 130,000 to the Fund, which is managed by the King Bauduin Foundation. A total of 90 projects have been given backing by the Fund of more than EUR 1,300,000 since 2006. These are projects that are aligned with Indaver’s core values: projects that reduce human impact on the environment and that strive to achieve a sustainable result.

Ireland: Community Funds
More than EUR 700,000 Funding for Local Meath Groups
Since its establishment in 2009, the Indaver Community Fund, attached to the Meath waste-to-energy facility, has provided more than EURO 700,000 for local community projects. Each year, approximately EUR 250,000 is made available. In 2014, a total of 18 projects received funding ranging from sports clubs, drama groups, heritage groups and local schools. A combination of factors such as; proximity to the facility and community, recreation and social gain determine which projects receive funding.

New Artistic Feature for Duleek
A new artistic feature entitled ‘The Family’ was erected on the mound at the entrance of Duleek village in November 2014. Indaver provided funding for this piece as part of its planning conditions for the Meath waste-to-energy facility. The winning artist, Maurice Harron, is also supplying a second ‘time capsule’ piece entitled The Tree which will be installed in 2015.
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