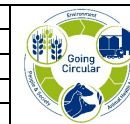




UK Environment & Energy Management System - Target Monitoring Sheet (CETS)

Version Number:	V29
Issued By:	Jeff Davies
Authorised By:	Jeff Davies
Issue Date:	24/01/2021
Review Date:	24/01/2023

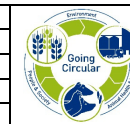


Reference	Objective	Target	Ref No.	By When	How	Responsibility	Date Achieved / Results	Benefits / Outcome	Resources Required	Verification Method
CO2	Reduce Manufacturing Energy Consumption to meet or exceed CCA targets 10% energy/fuel reduction per tonne feed by 2025 (base year 2020)	Compliance with AIC CCA targets through on site initiatives	CO2/T1	Ongoing by target period	National Energy Meetings Site Energy Meetings Energy Savings Team Meeting KPI monitoring	1. Operations Director 2. Operations Manager 5. Site EMS & EnMS Team	CCA Targets TP1 = 10.5% v 3.75% target TP2 = 11.91% v 5% target TP3 = 13.85% v 6.25% target TP4 = 13.37% v 7.5% target TP5 = XX% v 3.694% target	Carbon Banked TP1 = 8,864t TP2 = 8,428t TP3 = 9,026t TP4 = 6,218t TP5 = XX CCL Levy Claimed TP1 = £920,191 TP2 = £902,505 TP3 = 897,759 TP4 = £1,281,486 TP5 = £XX	Site Monitoring & checking of meter reading & bills Site completion of KPI portal OSM time to administrate CCA	Verification via BW Portal, fuel invoices, liquid stocks CCA Results
	10% energy/fuel reduction per tonne feed by 2025 (base year 2020)	Achievement of company targets kWh/t primary energy reduction	CO2/T1A	Ongoing by annum	National Energy Meetings Site Energy Meetings Energy Savings Team Meeting	1. Operations Director 2. Operations Manager 5. Site EMS & EnMS Team	EnPI's 2018 - 1.77% decrease 2019 - 1.2% increase Complexity & tonnes) 2020 - 0.26% increase (complexity & tonnes) 2021 - XX	Ongoing reduction in energy consumption & costs. Reduction in GHG emissions (Carbon)	Site Monitoring & checking of meter reading & bills Site completion of KPI portal OSM time to administrate EnPI's	Verification via BW Portal, fuel invoices, liquid stocks EnPI results
	10% energy/fuel reduction per tonne feed by 2025 (base year 2020)	Achievement of ForFarmers 2% primary energy reduction (projects) per site/country	CO2/T1B	Jan - Dec Annually	National Energy Meetings Site Energy Meetings Energy Savings Team Meeting	1. Operations Director 2. Operations Manager 5. Energy Savings Team	ForFarmers Target 2015 - 2.77% achieved 2016 - 3.78% achieved 2017 - 2.5% achieved 2018 - 2.14% achieved 2019 - 2.44% achieved 2020 - XX	Ongoing reduction in energy consumption & costs. Reduction in GHG emissions (Carbon)	Site Monitoring & checking of meter reading & bills Site completion of KPI portal Energy Savings Team time to administrate matrix Capital expenditure on energy savings projects	Verification via BW Portal, fuel invoices, liquid stocks Pre & Post monitoring of equipment
	10% energy/fuel reduction per tonne feed by 2025 (base year 2020)	Identify areas for improved energy usage / BDP at sites	CO2/T15	Ongoing	Implement energy audits via Internal Auditing Programme	1. Operations Director 11. Operations Support Manager 2. Operations Manager 5. Site EMS & EnMS Team	2014 - audit incorporated 2015 - extended for ISO 2015 - extended for ISO BDP taken to National EnMS	Ongoing improvement in energy efficiency	National EnMS team time Site EnMS team time Auditors Auditors time & expenses	Verification via NESAC / SESAC audit reports National Meeting Minutes BDP folder
	10% energy/fuel reduction per tonne feed by 2025 (base year 2020)	Improve monitoring of products for energy consumption	CO2/T16	Ongoing	Develop standard OEE / MUS reporting system to monitor products and KPI's eg. Average runlength, tph, stoppage time, product temp	9. Technical Manager 2. Operations Manager	OEE programme developed Rollout via DSL to sites 2017 Utilised 2018 onwards	In-efficiencies identified Target setting Ongoing improvement in energy efficiency	OEE system installation costs Technical Manager time Site EnMS team time	OEE reports as rolled out & KPI data
	10% energy/fuel reduction per tonne feed by 2025 (base year 2020)	Reduce energy usage	CO2/T19	Ongoing	Grinder Feeder / Press Control improvements - TASC units	4. Engineering & Projects	PRE Grinders complete 2019 BUR presses complete 2020	Energy Saving	Capital expenditure	Verification via Capex justification
	10% energy/fuel reduction per tonne feed by 2025 (base year 2020)	Reduce energy usage	CO2/T20	2018/2019	Press Flush system improvements	4. Engineering & Projects 9. Technical Manager 2. Operations Manager	PRE installed - piloting 2021	Energy Saving Reduced Remix	Capital expenditure	Verification via Capex justification
	10% energy/fuel reduction per tonne feed by 2025 (base year 2020).	Reduce energy usage	CO2/T21	2018/2019	Compressor drier trial BUR	4. Engineering & Projects	BUR successful BYE next	Energy Saving	Capital expenditure	Verification via Capex justification
	CO9	Make more use of natural light	CO9/T1A	Ongoing	When replacing mill cladding / roof sheets use translucent panels wherever feasible	4. Engineering & Projects 2. Operations Manager	CAR - roof & walls SBY - roof BUR - roof POR RM bins 2019 SBY warehouse 2019 BYE warehouse roof cleaned EXE panels 2019	Energy Saving Improved Lighting	Capital expenditure	Verification via visual inspection during audits
Low energy light bulbs to replace existing		CO9/T5	Ongoing	Replace in relevant areas	4. Engineering & Projects 2. Operations Manager	PIR's in offices (toilets etc) LED lighting project 2017 Ongoing replacement plan	Energy Saving Improved Lighting	Capital expenditure	Verification via visual inspection during audits	



UK Environment & Energy Management System - Target Monitoring Sheet (CETS)

Version Number:	V29
Issued By:	Jeff Davies
Authorised By:	Jeff Davies
Issue Date:	24/01/2021
Review Date:	24/01/2023



Reference	Objective	Target	Ref No.	By When	How	Responsibility	Date Achieved / Results	Benefits / Outcome	Resources Required	Verification Method
	Reduce Energy Consumption (non manufacturing)	Install PV solar panels on office roofs	CO9/T6	Ongoing	Analyse if solar panel installation will create carbon neutral position for office block	4. Engineering & Projects 2. Operations Manager	POR / PEN installed 2015 CAR installed 2017 HH installed 2018	Resource efficiency	Capital expenditure	Verification via meter readings
		Annual Meetings & Bi-Annual Audits	CO9/T7	Ongoing	Create office EnMS including energy meetings, audits	11. Operations Support Manager 5. Energy Savings Team	System developed 2018 Annual Meetings Bi-Annual Audits	Energy Saving	OSM time Office time Auditors	Verification via meeting / audits
		Raise Awareness of energy consumption	CO9/T8	Q1 2022	Poster campaign	11. Operations Support Manager	Data compilation / poster design Nov 21	Energy Saving	OSM time	Verification via meter readings
		Make electric cars more available on company car list	CO9/T9	Ongoing 2022	EV Company Cars Site EV Charging	4. Engineering & Projects	Ongoing replacement plan	Resource efficiency	Car scheme costs	Car list
		Offer bike scheme / storage facilities to enable staff to cycle to work	CO9/T10	Ongoing	Cycle to Work Scheme	11. Operations Support Manager	Scheme launched 2021 Bike shelters installed 2021	Resource efficiency	Scheme costs Shelter costs	Site Audit
CO12	Reduce General Waste to landfill	Find opportunities to recycle all waste	CO12/T1	Ongoing	Use of Waste Partners data & target setting	11. Operations Support Manager 2. Operations Manager	Annual Waste partner visit General waste split D/R 2015 UK Tonnes 2014 - 401t 2015 - 212t 2016 - 207t 2017 - 185t 2018 - 102t 2019 - 35.82t 2020 - 27.87t 2021 - target 25.08t	2015 - WM3 moved premix bags to hazardous and some put to general waste Sites may have been able to put some hazardous bags to DMR 2018 - DMR not cost effective for some contractors so reverted back to general waste 2020/2021 - Many contractors now reporting improved recycling rates from general waste	Site EMS team time	Verification by Waste Partners Reports
CO12	Reduce Production of Feed Waste	Find opportunities to reduce/reuse feed waste	CO12/T2	Ongoing	Use of Waste Partners data & target setting	11. Operations Support Manager 2. Operations Manager	Annual Waste partner visit UK Tonnes 2019 - 697.27t 2020 - 586.68t 2021 - target 528.10t	Improved MIVA Less Waste	Site EMS team time	Verification by Waste Partners Reports
CO13	Improved method for capturing and setting of company objectives & targets	Capture Site initiatives with a view to implementing BDP Nationally	CO13/T1	Ongoing	Sites to record local initiatives in Site EMS minutes	11. Operations Support Manager	Capturing data from audits / meetings, see CO5/T2/4 and CO17, CO18, CO19, CO21	Improved O&T	OSM Time to review BDP from audits	Verification via CETS
CO14	50% Renewable Energy by 2025	Use renewable energy / less carbon hungry fuel where feasible	CO14/T2	2025	Review extension of solar installations	4. Engineering & Projects	2021 - project rolled out	Reduction in use of fossil fuels and carbon	Capex	Verification via energy source reporting
			CO14/T3		Review potential of LNG/CNG fuel for LGV Fleet	1. Operations Director	2021 - project rolled out		Fleet replacement programme	
	Largest Mill Carbon Neutral as proof of concept	Use renewable energy / less carbon hungry fuel where feasible	CO14/T4	2025	Burston 50% Carbon Neutral Selby 50% Carbon Neutral	4. Engineering & Projects	2021 - project rolled out	Reduction in use of fossil fuels and carbon	Capex	Verification via energy source reporting
CO18	Improve Reporting of Integrity Checks	Download photographic evidence of checks such as hardstanding/bunds	CO18/T1	Ongoing	Use company phones, Integrun iPads or site camera to record condition during inspections and download to site EMS	2. Operations Manager	Integrun iPads issued 2017	Should become easier to upload using Integrun system with site iPad.	Site EMS team time iPad Smartphone	Verification via meeting / audits
CO20	Reduce LGV Fuel Consumption to meet or exceed Fleet targets 10% energy/fuel reduction per tonne feed by 2025 (base year 2020)	Achievement of company targets kWh/t primary energy reduction through fleet initiatives	CO20/T1	2025	Monitor & measure LGV fuel Consumption	3. Transport Manager 2. Operations Manager	Litres/t (Bulk) (Bags) 2018 3.88 7.69 2019 4.00 8.48 2020 4.19 9.65 2021	Reduction in use of fossil fuels and carbon	Transport Manager time	Fleet KPI data
			CO20/T2		Monitor & measure Driving Style					
CO21	Reduce the risk of spillage to ground / water	Strategic plan to phase out red diesel fuel systems at sites	CO21/T1	Ongoing	Elimination of red diesel fuel systems at sites as FLT/Shovels convert to electric & artic's convert to hydropacks	3. Transport Manager		Less risk of spills to soil / groundwater	Fuel Card implementation	Site Audit
		Strategic review of white diesel bunkering	CO21/T2	Ongoing	Elimination of white fuel bunkering where commercially sensible	3. Transport Manager	CAR/EXE - removed 2019 RAD new tank			
CO22	Improve boiler water treatment & reduce risk from liquid boiler chemicals	Convert all sites	CO22/T1	Ongoing	Move to solid/gel chemical boiler water treatment	4. Engineering & Projects 6. Engineering Managers	BUR, CAR, NUL - complete	Improved boiler water treatment efficiency	Cost of system	Site Audit
CO23	Reduce risk from liquid storage	Replace / repair liquid storage tanks & Bunds on priority rating	CO23/T1	Ongoing	Complete External Audit for all tanks and risk rate	4. Engineering & Projects	Q4 2018 – risk rating, repairs & replacement ongoing in priority order. New tanks NUL 2019, PRE Viking survey Q3 2021	Improved liquid control	E & P time External Audit costs Capital expenditure	Risk Matrix Audit Reports



UK Environment & Energy Management System - Target Monitoring Sheet (CETS)

Version Number:	V29
Issued By:	Jeff Davies
Authorised By:	Jeff Davies
Issue Date:	24/01/2021
Review Date:	24/01/2023



Reference	Objective	Target	Ref No.	By When	How	Responsibility	Date Achieved / Results	Benefits / Outcome	Resources Required	Verification Method
CO24	Understand & Meet company sustainability targets - 'Build to Grow'	Create Business Roadmaps	CO24/T1	Ongoing	Roadmap diagram for Comms	11. Operations Support Manager		Better understanding	OSM time	Roadmap
	Enhance sustainability performance	Behavioural Targets	CO24/T1	Ongoing	Site Managers to agree projects	2. Operations Manager		Improved efficiency	Operations Managers time	EnPI data
CO25	Reduce of hazardous waste allocation & waste costs	Prove that FF premix bags are non-hazardous	CO25/T1	Complete Ongoing	Trial at PEN / PRE Rollout UK	2. Operations Manager	PEN/PRE complete CAR & NUL complete	Reduction in costs	Operations Managers time	Waste EPI's
CO26	Improve Carbon footprint	Use VC/Skype/Teams	CO26/T1	Complete Q4 2021	Rollout equipment & training across the Supply Chain	11. Operations Support Manager 2. Operations Manager	All sites now have VC, VMR,	Reduction in travelling to meetings, therefore lower carbon footprint	IT costs OSM time Operations Manager	Less Business Miles
CO27	Drive sustainability projects	Get more people involved in sustainability projects	CO27/T1	Ongoing	Creation of sustainability ambassador group	8. Sustainability Ambassadors 12. Corporate Affairs Director	Group & UK meeting being	More sustainability ideas	Team time Capex for Projects	Project list
SO1	Reduce energy consumption (non-manufacturing)	Main office to be energy self-sufficient during the summer months	SO1	2019	Solar panels on office roof	Site Manager/LCS Energy	Completed	Energy saving	Capital expenditure	CS monitoring system
SO2	Reduce energy consumption (non-manufacturing)	Achieve a lower energy use within the Mill	SO2	Complete	Low energy light bulbs with motion sensor so that they only come on when someone is in the area	Site Manager/LCS Energy	Completed	Energy saving	Capital expenditure	CS monitoring system
SO3	Improve carbon emissions	Replace MFO powered Boiler with a Gas powered Boiler	SO3	Jan-21	Install a gas mains pipeline into the site. Change Boilers so that gas can be used	ESM Team + Operations Manager	Completed	Efficiency savings. Cleaner operation and Eliminate risk of MFO spillage	Capital expenditure	Site audits
SO4	Reducing the chances of ground contamination	Resurfacing 50% of the main yard	SO4	2020	By digging up existing surface and laying new tarmac layer	ESM Team + Operations Manager	Completed	Eliminating the chances of ground contamination	Capital expenditure	Site audits
SO5	Reduce site waste	A positive reduction in total tonnage	SO5	ongoing	Better stock control and segregation of waste	Site Team, Production Manager, Operations Manager	Completed	Reduced environmental impact and cost savings	Process system and work instructions	End of year reports
SO6	Reduced paper usage	To reduce the amount of forms being filled in on a daily bases	SO6	ongoing	Take out obsolete forms from daily usage	Production Manager	Completed	Reduced environmental impact and cost savings	Improved IT reporting systems	Daily checks
SO7	Improved spill awareness and training	To be able to react to a potential spill on site	SO7	2022	Specialist training carried out by Sapira	Operational Support Manager and Operations Manager	Completed	Reduced Environmental impact	Capital expenditure	Site audits
SO8	Improved surface water control	To be able to separate and control the sites surface water	SO8	2020	Installation of a separator and new drainage	EST Team and Operations Manager	Completed	Better control of discharge of surface water to local water system	Capital expenditure	Site audits
SO9	Reduce energy costs	To see a significant energy reduction on our manufacturing processes	SO9	Ongoing	By trialling a liquid addition Seal4Feed	Liquid supplier Production Manager and Operations Manager	Completed	Reduced costs and reduction in environmental impact	Capital expenditure	Site audits
SO10	Better water segregation	To be able to segregate clean roof water from yard/surface water	SO10	2020	Redirect 50% of the sites roof water straight to storm drains	Operations Manager	Completed	Better water segregation and cost savings	Capital expenditure	Site audits
SO11	Reduce the risk of spill to water	Convert from MFO to Gas	SO11	2020	Installation of new gas line and boiler	Operations Manager, E&P Team and Operations Support Manager	Completed	Reduced risk of spills and environmental impact	Capital expenditure	Site audits
SO12	Reduce the risk of spill to water	To improve liquid storage security	SO12	2023	Line the liquid bund	Operations Manager and E&P Team		Reduced risk of spills and environmental impact	Capital expenditure	Site audits
SO13	Reduce the risk of spill to water	To improve liquid storage security	SO13	2021	Install new high level tank monitoring	Operations Manager and E&P Team	Completed	Reduced risk of spills and environmental impact	Capital expenditure	Site audits
SO14	Reduce energy costs	To see a significant energy reduction on our manufacturing processes	SO14	Ongoing	Increasing steam usage within the process	Production Manager		Reduction in costs, carbon and improving energy efficiency	Time, Training and process control amendment	KPI Monitoring
SO15	Reduce portable water usage	To increase use of our abstracted water	SO15	2022/2023	Connect bore hole water to boiler	Production Manager		Reduce portable water usage	Capital expenditure	KPI Monitoring
SO16	Reduce carbon footprint	Convert from diesel to electric cars	SO16	2022	Installation of EV points on site	2. Operations Manager		Lower carbon travel	Capital expenditure	Data collection
SO17	Improve energy efficiency (C5/C5a)	Lower electrical consumption	SO17	2022	Installation of energy efficient motors as part of the Capex project	2. Operations Manager		Lower carbon emmissions	Capital expenditure	KPI Monitoring
SO18	To reduce packaging waste	Reduce waste	SO18	2022	Installation of a premix mini bulk bins	2. Operations Manager		Less waste	Capital expenditure	KPI Monitoring
SO19	Extended compliance resource	Recrute Compliance Development Lead	SO19	2022	Recrute Compliance Development Lead	2. Operations Manager		Continuous Improvement	Headcount costs	Site audits
SO20	Improve energy efficiency	Lower electrical consumption	SO20	2022	Review times on DSL system	2. Operations Manager		Lower carbon emmissions	Time, Training and process control amendment	Site audits
SO21	10% reduction to landfill	Lower waste to landfill	SO21	2022	Better waste segregation	2. Operations Manager		Lower waste	Training and monitoring	KPI Monitoring
SO22	10% reduction in feed waste	To reduce watsage	SO22	2022	Reduce out of date stock or product issues	2. Operations Manager		Lower product waste	Training and monitoring	KPI Monitoring