



Proudly serving communities in Ashford, Maidstone and Swale

Mid Kent annual report

March 2025 to March 2026 (contract year 2)



in partnership with



Foreword

As we come to the end of the second year of our eight-year contract with the Mid-Kent Waste Partnership, serving the communities of Ashford, Maidstone, and Swale, we have been reflecting on the key milestones and performance improvements.

Our achievements over the past year are in no small part a result of the dedication and hard work of our teams to drive continuous improvement for the communities they serve. Raising and maintaining performance standards to achieve a consistently reliable service is key to earning the trust and confidence of communities across the Partnership area, we do not take this for granted and will continue to strive for excellence across the contract services.

I am proud of our teams who have worked to address the challenges faced in the first contract year and am delighted by the results. With 99.73% completion of rounds and missed collections down by 44.3%, their performance is a true reflection of the dedication and commitment our teams have shown. By embracing the SUEZ culture and applying new lean management tools, we are now delivering above and beyond the agreed service levels across the partnership.

This is especially impressive considering the service expanded to accommodate an additional 7,208 households in the second year of the contract.

We have implemented and sustained significant change in the way we manage the contract, not only has this resulted in an improvement to our core service but to our wider community engagement work as well. It is great to see how many members of staff have taken up the opportunity of our 'A Day A Year To Volunteer' programme, with 122 hours of volunteering completed across the contract.

Across our operations we remain committed to delivering on our strategy which prioritises protecting our environment and creating shared economic and social value for the local communities we serve, alongside the delivery of our core services.

People remain our biggest priority, and we have continued to reinforce that no job is so important that we cannot take the time to do it safely. We have seen improvement across our health and safety indicators, with 2586 safety in mind conversations recorded over the year, demonstrating that our positive proactive safety culture is becoming embedded. We have welcomed 5 apprentices, and 3 work experience students this year as part of our commitment to investing in skills and training in the local area.



We continue to innovate across the service, rolling out our in-cab technology to the street cleansing teams following its introduction to collections in contract year one, and this now supports live tracking and reporting of key performance metrics. This data is discussed every day in our Daily Review Meetings (DRM) allowing supervisors to identify and rectify any challenges on the day they occur.

I am pleased to have seen such a positive change across the contract and look forward to building on the progress and successes delivered in year two. I have no doubt that we will continue to deliver a high quality service to the residents of Ashford, Maidstone, and Swale, continuing to make the areas cleaner and greener.

John Scanlon
CEO, SUEZ recycling and recovery UK

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Introduction

Welcome to our annual report for the Mid Kent Waste Partnership and SUEZ waste, recycling and environmental services contract.

This report is designed to give community members and stakeholders a view of how the Mid Kent Waste Partnership and SUEZ are working together to make a difference for the residents of Ashford, Maidstone and Swale.

Highlights

In the following section, we will review key highlights and milestones of the second contract year (March 2025 – March 2026) to show how our collaboration is contributing to Mid-Kent's Waste Partnership and environmental ambitions.

205,407 households

Household collections, street cleansing and maintenance

7,208 additional properties

services from year 1 to year 2

267 members of staff

214 excluding street cleansing staffing numbers

89.6% of staff live locally

All managers received Applied Suicide Intervention Skills Training (ASIST) and mental health first aid training

44,9771 tonnes of recycling

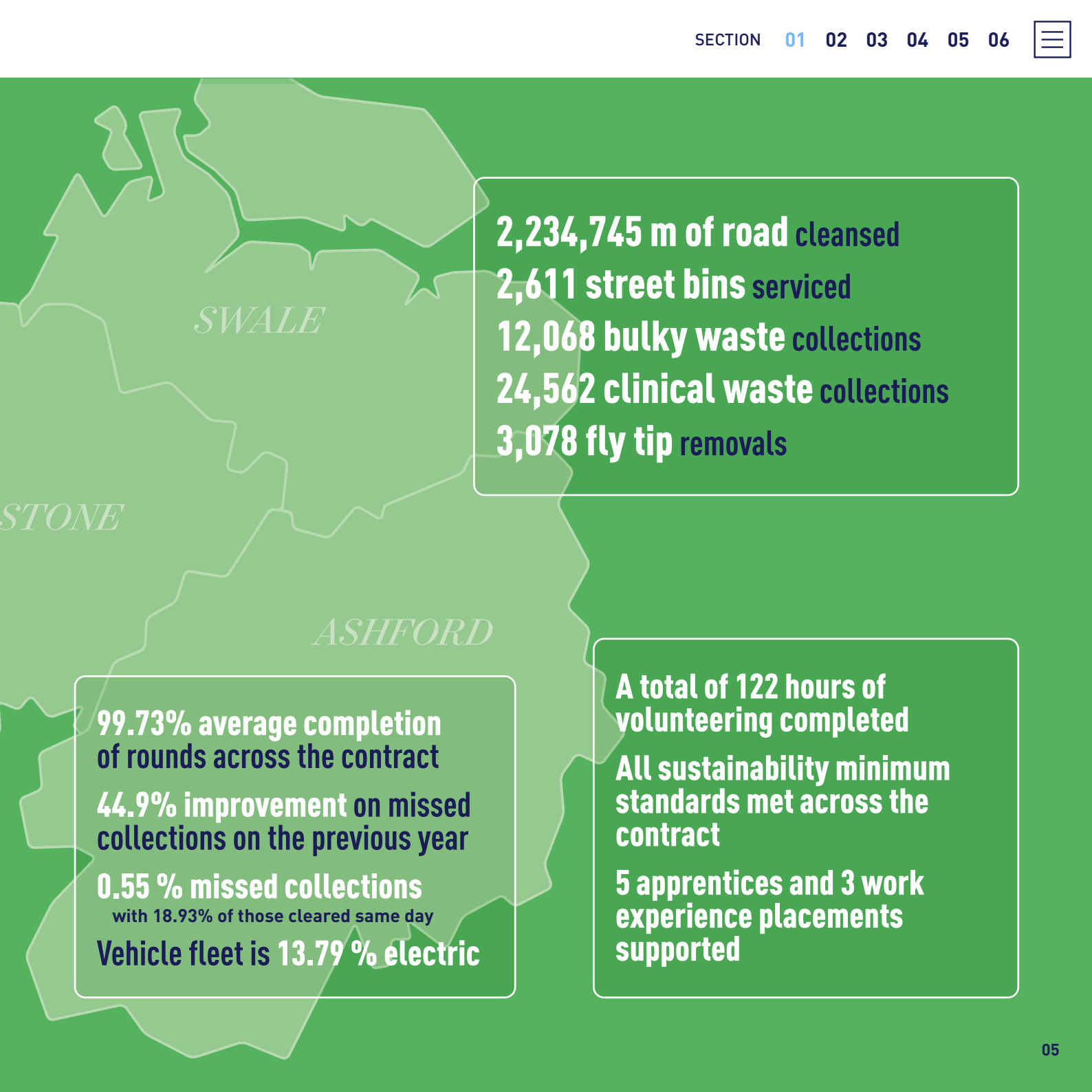
22,001 tonnes of garden waste

81,277 tonnes of refuse

4,796 tonnes

of street sweepings

Giving an overall recycling rate of 46.9%



2,234,745 m of road cleansed
2,611 street bins serviced
12,068 bulky waste collections
24,562 clinical waste collections
3,078 fly tip removals

**99.73% average completion
of rounds across the contract**
**44.9% improvement on missed
collections on the previous year**
0.55 % missed collections
with 18.93% of those cleared same day
Vehicle fleet is 13.79 % electric

**A total of 122 hours of
volunteering completed**
**All sustainability minimum
standards met across the
contract**
**5 apprentices and 3 work
experience placements
supported**

Operational review

SUEZ commenced the collection and street cleansing contract on 24 March 2024. In the second year of our contract the focus was on process improvement and streamlining of services. We aimed to improve perception of the waste, recycling, and environmental services and deliver consistency in line with other SUEZ municipal contracts.

Waste collection

We deployed 65 vehicles daily, servicing 205,407 properties each week across the three boroughs. We implemented process improvement by tackling the challenges faced in the previous year such as sickness management, holiday planning, and the lack of pro-active reporting by implementing robust processes.

We have introduced our absence monitoring tool (Bradford Factor) which scores absence based on number of occasions and number of days lost on each occasion. This has led to structured review meetings and where required invocation of our disciplinary processes.

We have also implemented daily review meetings (DRM) which are attended by all supervisory staff members and workshop colleagues. We track the following metrics daily and act when they rise above a set threshold:

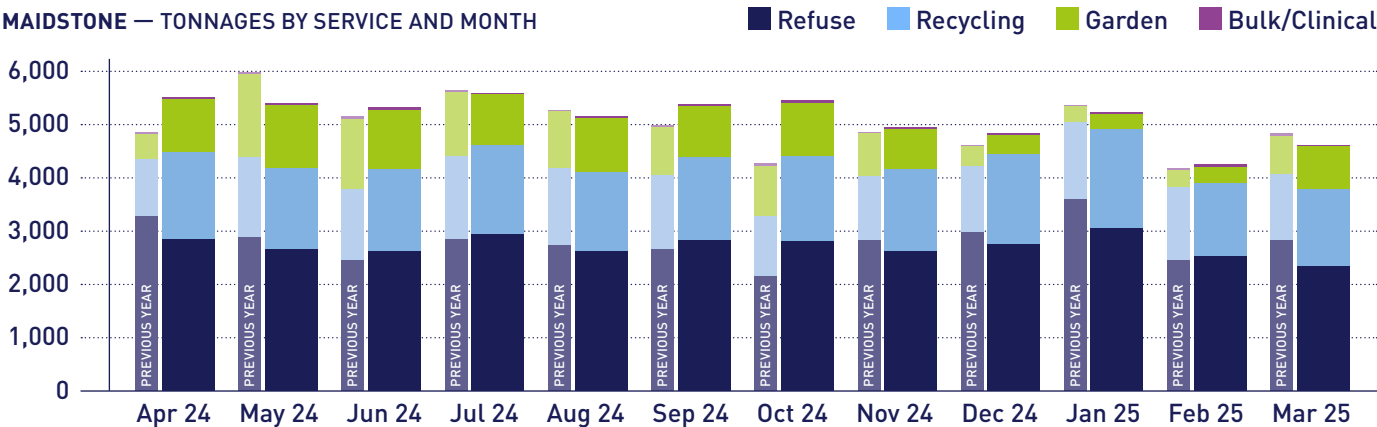
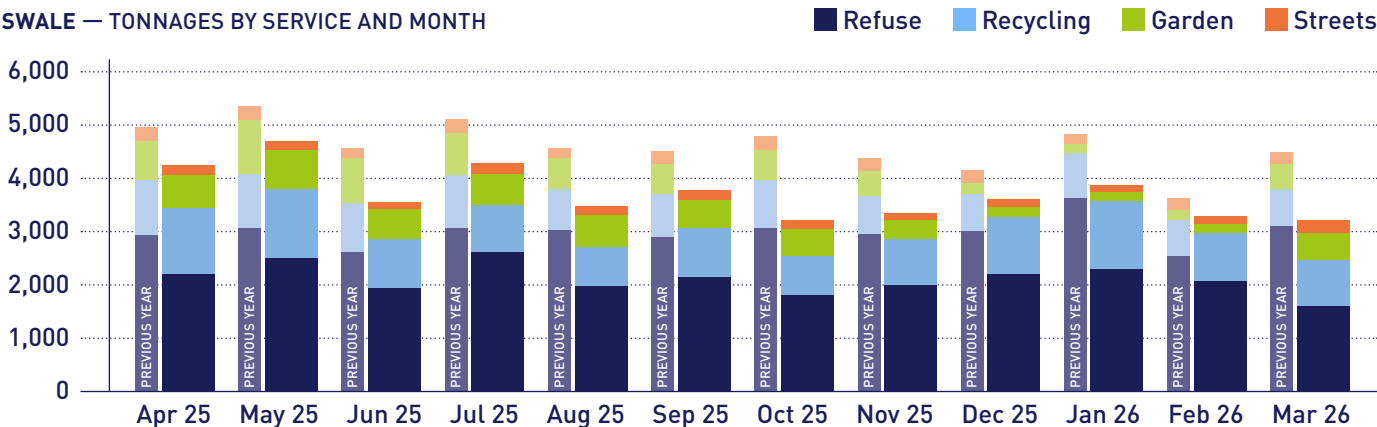
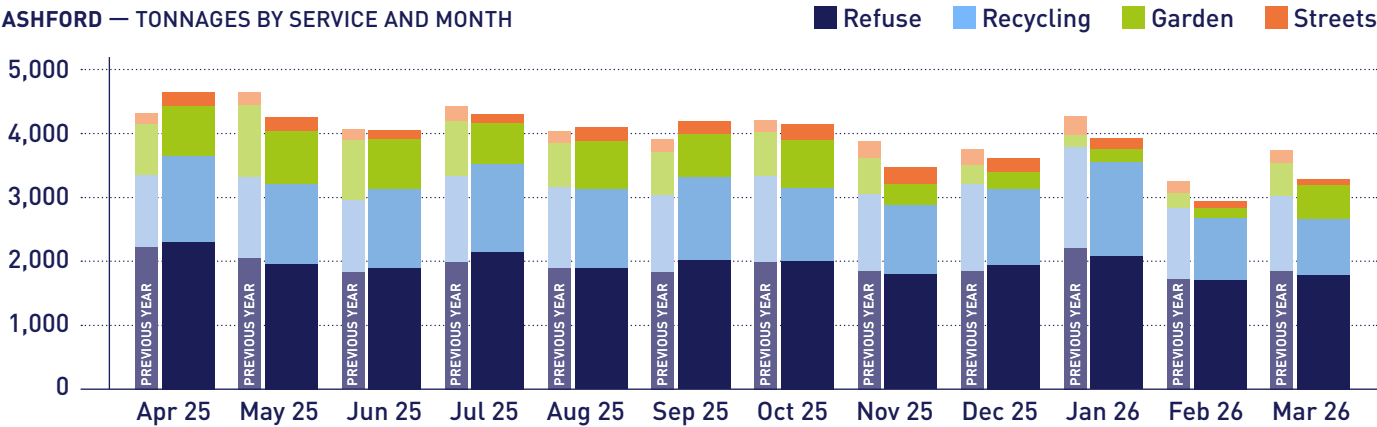
- ✓ Number of accidents (personal and vehicle)
- ✓ Lost time accidents / RIDDOR reportable accidents
- ✓ Vehicle wheel nut torquing
- ✓ Number of gate checks performed (which assesses vehicle compliance when leaving site)
- ✓ Vehicle availability
- ✓ Staff availability
- ✓ Budgeted headcount versus actual headcount
- ✓ Absence (planned and unplanned)
- ✓ Agency use
- ✓ Customer focus areas (missed collections, contamination reports, complaints, etc)



This process is repeated at the Weekly Review Meeting (WRM) which are attended by all contract managers, the contract general manager, and the regional manager.

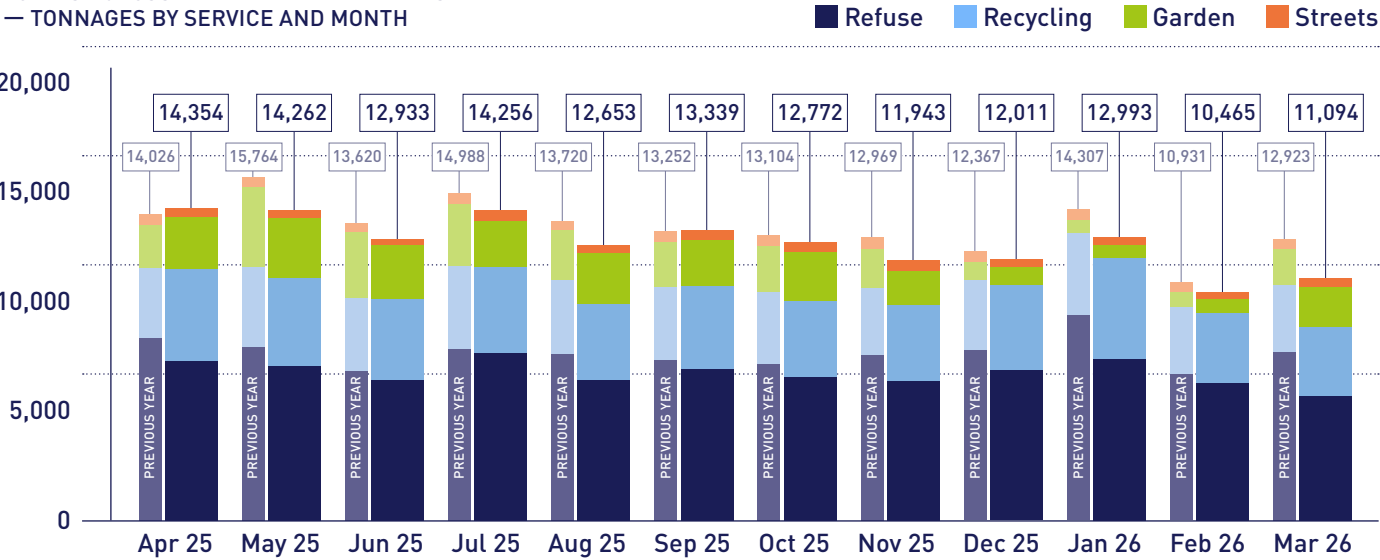
We planned ahead and during challenging periods such as the festive holidays, we took additional measures to ensure continuity of service. By providing an uninterrupted service we cemented the importance of reaching early agreements on working arrangements (with both crews and partnership offices), including proactive planning, consistent holiday allocation and sickness management, all of which are discussed as part of DRM and WRM.



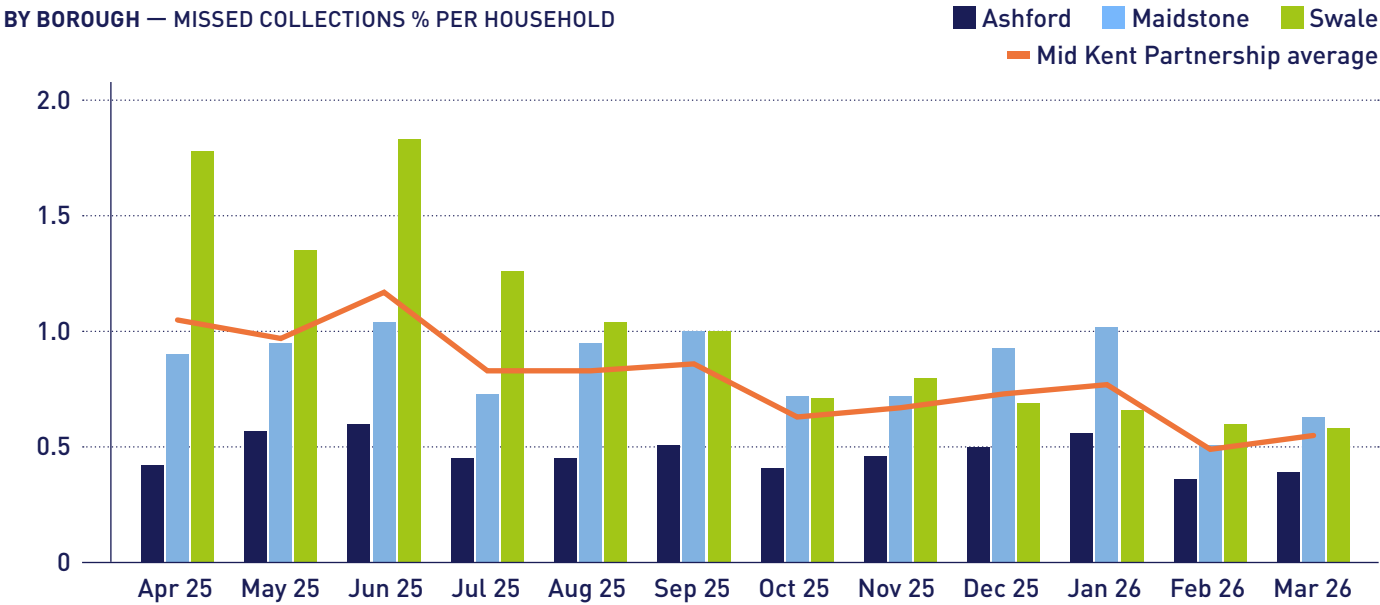




TOTALS ACROSS THE MID KENT PARTNERSHIP
— TONNAGES BY SERVICE AND MONTH



BY BOROUGH — MISSED COLLECTIONS % PER HOUSEHOLD



Street cleansing service

In the second year of the contract, our street cleansing service in Ashford and Swale have continued their focus on building a consistent and responsive operation, supported by a dedicated team of 34 crews.

At the end of year two, CORE is now fully integrated into the service which in year three will enable real-time data, monitoring and reporting.

The cleansing timetable ensures there are 8 mobile crews consistently smart sweeping – a technique that grades areas based on how quickly debris builds up and adjusts schedules accordingly – as well as completing their dedicated ‘beats’ which is transparent in the new system.

There are also dedicated litter bin crews and rapid response teams who deal with fly-tipping, street degradation and any other ‘emergency’ situations such as RTA cleansing.

We have implemented the same absence management tool, Bradford Factor, for street cleansing.

We have also completed a full audit of litter bin locations, enabling faster response to any issues and easier reporting for residents.

The DRM process for street cleansing follows the same outline as collections tracking:

- ✓ Number of accidents (personal and vehicle)
- ✓ Lost time accidents / RIDDOR reportable accidents
- ✓ Vehicle wheel nut torquing
- ✓ Number of Gate Checks performed (which assesses vehicle compliance when leaving site)
- ✓ Vehicle availability
- ✓ Staff availability
- ✓ Budgeted headcount versus actual headcount
- ✓ Absence (planned and unplanned)
- ✓ Agency use
- ✓ Number of streets impacted and assessed
- ✓ Customer focus areas (fly tips cleared within required timeframe, number of overflowing litter bins, number of streets below standard, etc)
- ✓ Key priorities for contract year three will be embedding new routes and undertaking more pro-active monitoring, building on the work done this year.



- ✓ 26 full fortnightly cycles completed for residential areas
- ✓ 2,224,745 m of roads cleansed
- ✓ 2,611 litter bins serviced
- ✓ 102 items of graffiti removed
- ✓ 3,078 instances of fly tipping removed
- ✓ 336 hazardous waste removals completed



Customer care

During the first half of year two, most of our feedback focused on process implementation and pro-active behaviour and monitoring. This involves logging into the vehicles live cameras to monitor work practices and score crews on compliance. If there is a score lower than expected, our first step thereafter is to have a Safety In Mind (SIM) conversation around the practise that caused concern.

Complaint levels continuously dropped, and performance continuously improved with collection services delivering excellent performance.

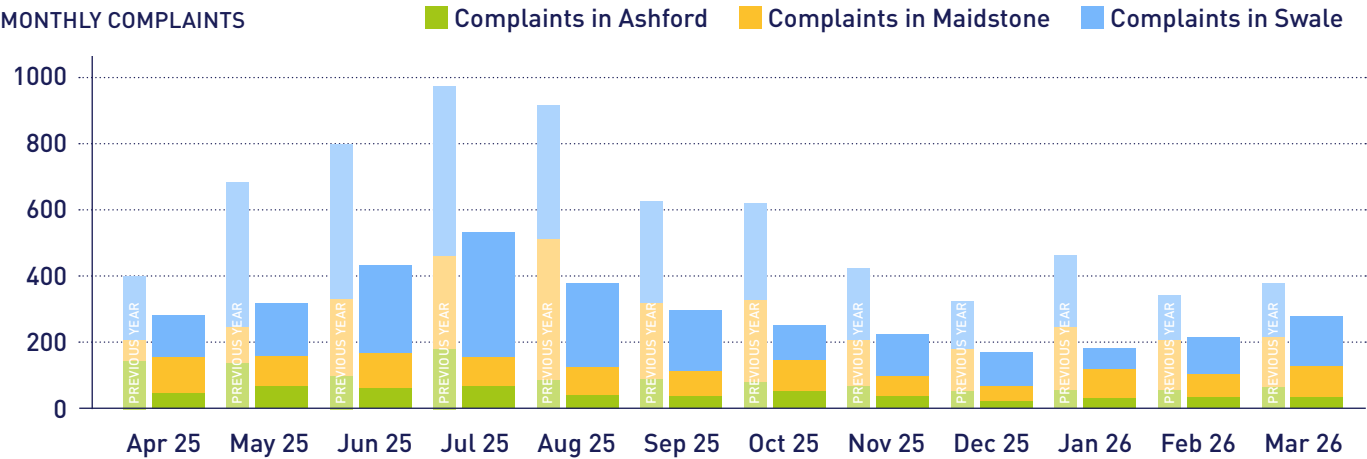
Ashford is the benchmark achieving a missed bin rate as low as 0.36%. This has put them at the top of SUEZ’s municipal collections table.



Just wanted to say the bin collection crew for my area go the extra mile for some residents including myself very pleased with them and they deserve a bit of praise for once”

With consistent management both Swale and Maidstone have improved month on month, reducing missed collections by 13,949 (41.5 %),

Compliments and positive feedback from residents have been received across the contract which has contributed to employees being nominated and, in some cases, winning our newly introduced employee of the month award.





We have pro-actively engaged with our local communities an example being when we took one of our vehicles out to visit 3-year-old Roman, a very proud “bin man” in the making. Along with the vehicle visit, we took along a Dennis Eagle UK goody bag and his very own toy dust cart.



Thank you all so much for arranging this afternoon. You’ve no idea how happy Roman is with his ‘bin man dust cart’ as he calls it. He is so made up and cannot wait to tell his Daddy and brother about today. You’ve made a little boy very happy. Thank you all. Happy Christmas!”

Crew members who assisted a person in distress in Repton Park were nominated for our UK wide internal Star awards. Having found a collapsed gentleman in the park whilst emptying the bins, they followed their health and safety training and stayed with him, keeping him safe and warm until the medical professionals arrived on the scene.



My mother had fallen out of bed and when she woke up from being on the floor for a while she got up in her night clothes and wondered out into the main car park where she saw the dustmen they asked mum if she was ok and she said no so the man telephoned 999 and mum was taken away to hospital. Mum is ok but my main reason for this email is I want to send those men who helped my mum a massive THANK YOU for staying with mum until an ambulance arrived. Thank you very much.”

— Daughter of mum (Susan)



To the guys that have litter picked the Old Ferry Road and Raspberry Hill over the last 2 days. They have made a magnificent job of clearing the litter in the lanes. Instead of hideous litter strewn verges, they have created country lanes to appreciate. Thank you. I know it’s their job, and generally a thankless task, but they have done a great job, and it is greatly appreciated.”

People

Health, safety and wellbeing are our top priorities. We have one clear objective – zero severe accidents.

Our goals are to:

- ✓ Keep everyone safe and well by reducing the number of lost time accidents, aspiring to zero
- ✓ Engage our people by maintaining SUEZ as a great place to work with a respectful, inclusive and diverse workforce
- ✓ Protect our planet by reducing our carbon emissions to net zero by 2050

During contract year two, we have ensured all operational supervisors, assistant contract managers and contract managers are IOSH trained.





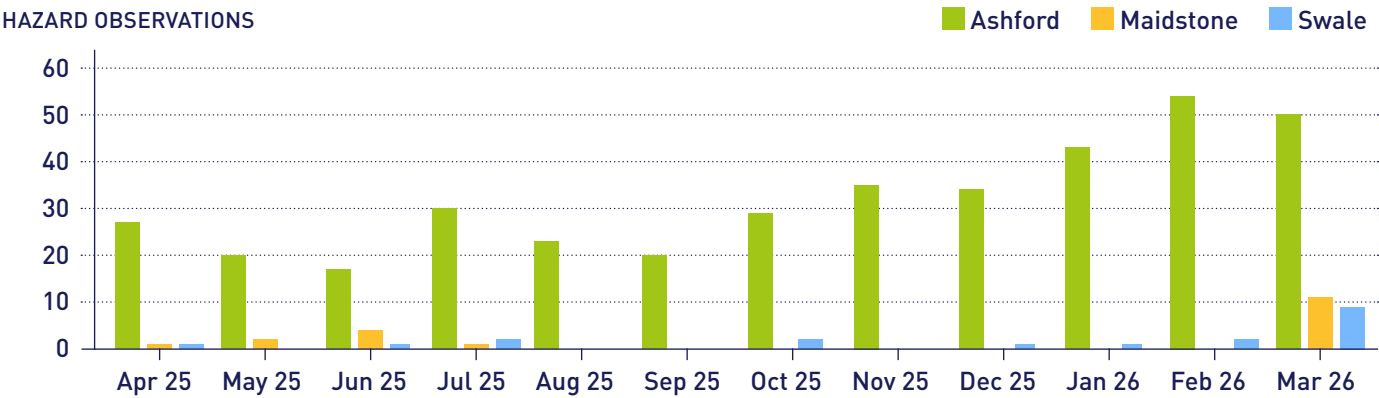
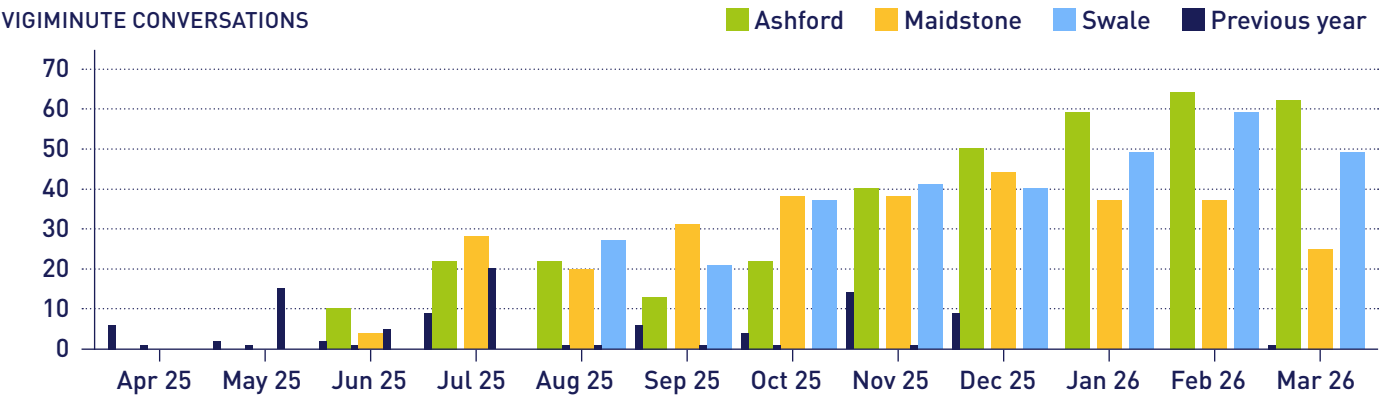
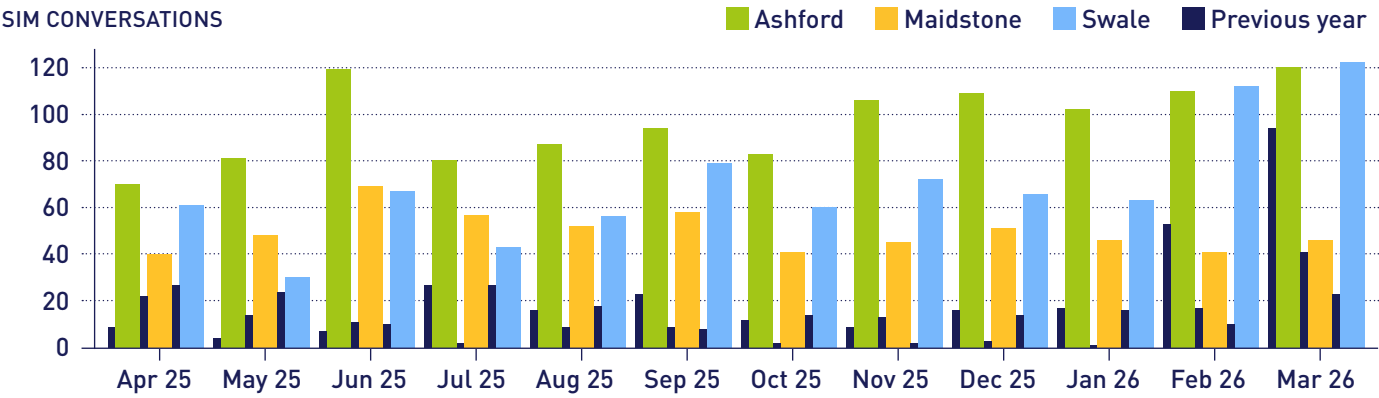
Health and safety reporting

Our teams have increased their proactive reporting and engagement with health and safety. They have recorded 363 near misses, that's a 298% increase from year 1.

In addition, the teams have also started reporting hazard observations. These are instances that have the potential to cause harm but have not yet resulted in a near miss. 420 were reported in contract year 2, which reflects an embedded culture of vigilance and awareness of potential danger.

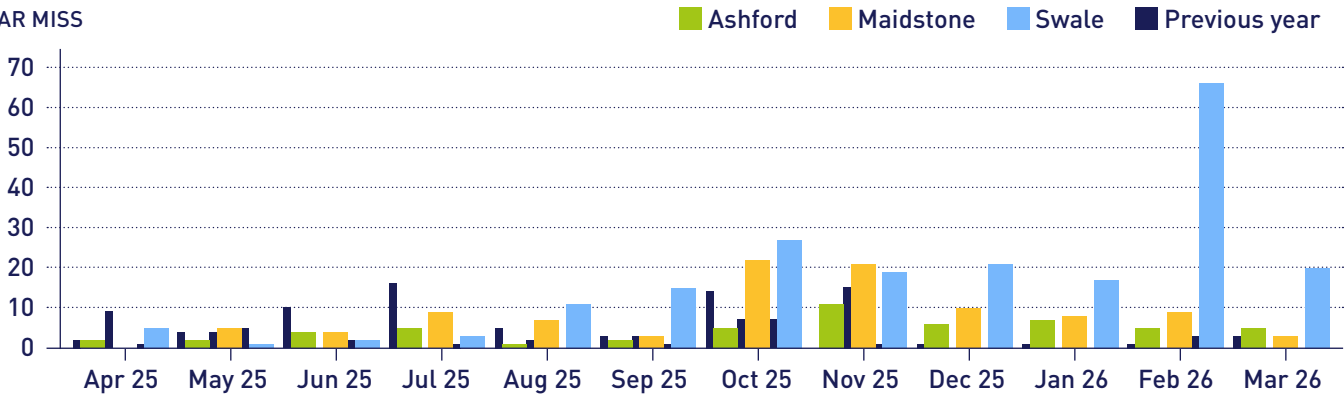
We also facilitated 2,586 'Safety in Mind' conversations between crews and supervisory teams, a 414% increase from contract year 2. Our vigiminutes also increased by 979% from 101 to 989. These leading indicators and their increase from contract year 1 demonstrate our dedication to reinforcing positive behaviours, identifying areas for improvement, and embedding the SUEZ ethos that no job is so important that we cannot take the time to do it safely.

33 personal injuries were recorded, which is a decrease from contract year 1, however we will continue to drive down incidents and our target is always 0. We will continue to encourage open dialogue, accountability, and consistency to reinforce our safety culture and maintain the high bar we have set across the contract. Our priority is always to send everyone home at the end of the day safe and well and we will continue to maintain industry best practice and make improvements to push down incidents.

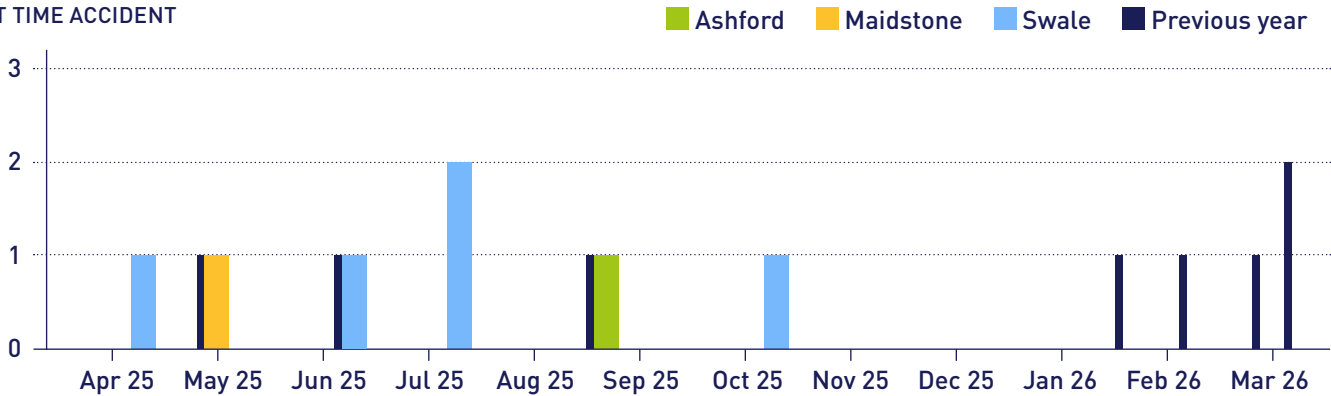




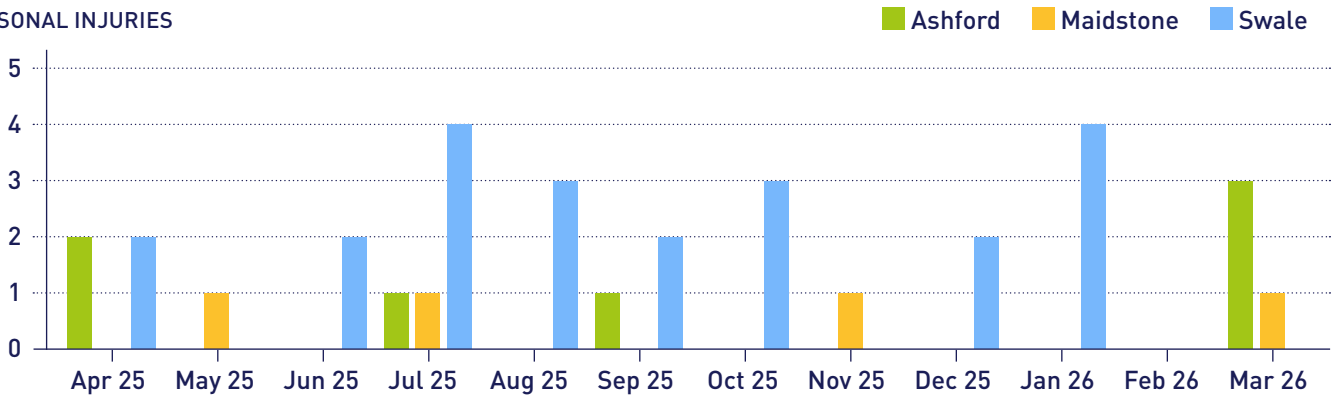
NEAR MISS



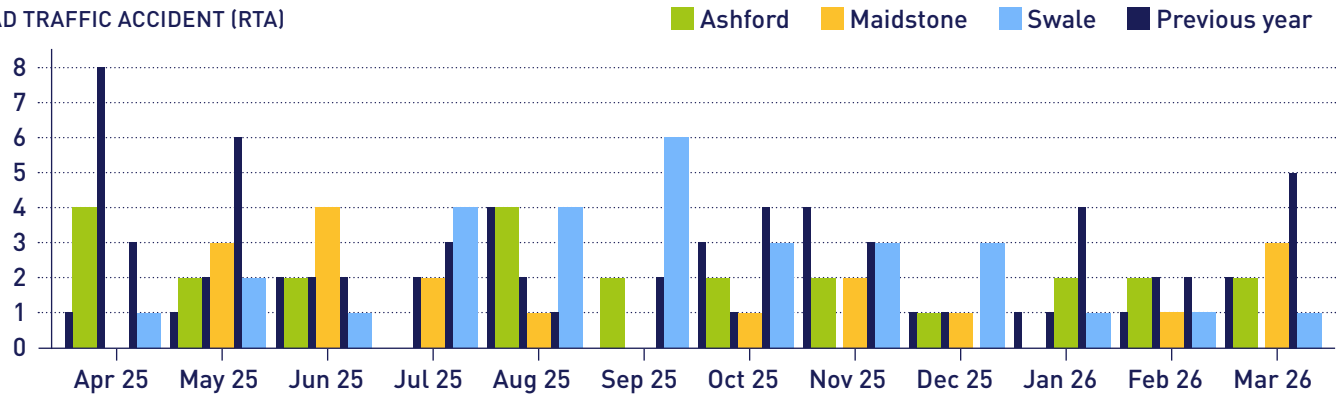
LOST TIME ACCIDENT



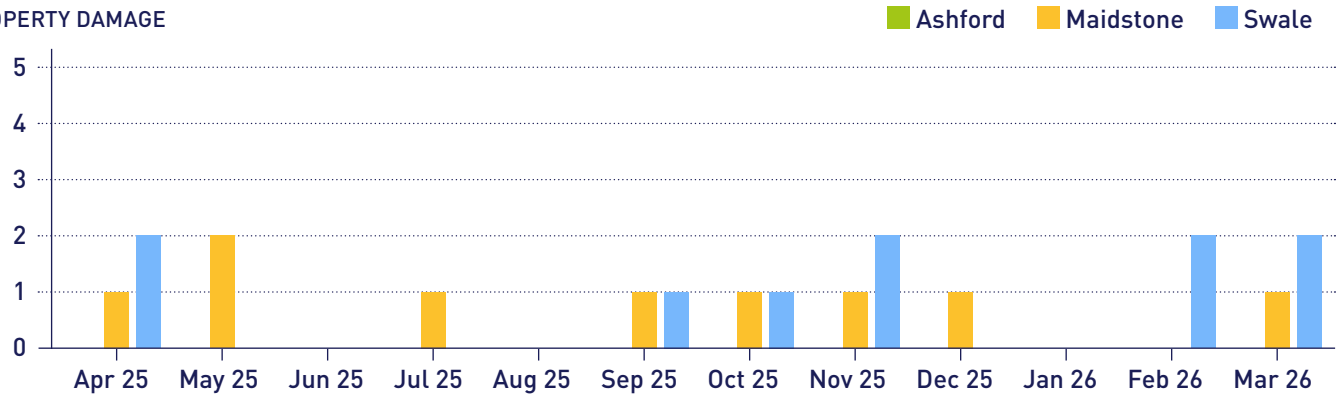
PERSONAL INJURIES



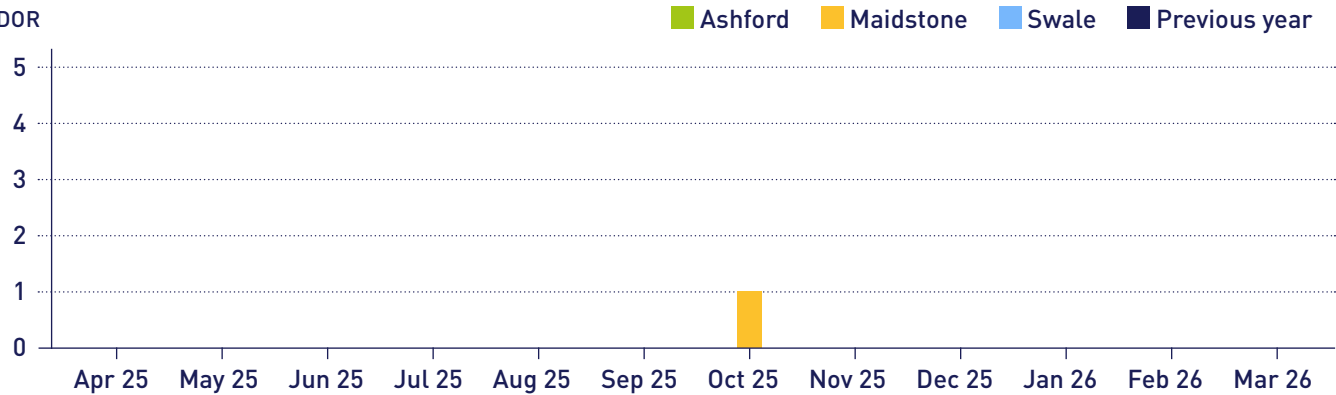
ROAD TRAFFIC ACCIDENT (RTA)



PROPERTY DAMAGE



RIDDOR





Skilled and engaged workforce

We have introduced a new wellbeing ambassador across the contract, who has undertaken first aid for mental health level 2 and 3, as well as ASIST (Applied Suicide Intervention Skills Training) this year alongside all contract supervisors.

They have helped to communicate company-wide wellbeing initiatives, such as our weekly wellbeing webinars, and implement our new employee of the month scheme.



Planet

We provide innovative and competitive solutions for our customers using our expert knowledge, operational know-how and skilled delivery.

Our goals are to:

- ✓ Transform our digital landscape by simplifying systems and using next-gen technology to benefit our users and customers
- ✓ Enhance and support nature by continuing to improve biodiversity on our sites each year
- ✓ Support our communities by inspiring change through local innovative reuse solutions and meaningful social value

Improvement of digital systems

Roll out of CORE across the contract, improved data management, live tracking, and reporting.

Environmental performance and sustainability

We have again achieved gold status in our EcoVadis rating, with a total of 84 out of 100 points – up nine points from the previous year. This puts us within the 98th percentile of companies operating in the materials recovery sector.

Our sustainability champions have completed all of their minimum standards for the year, and logged additional actions, which included:

- 1. Recycle** – all members of staff should be able to recycle glass, cans, plastics, paper, cardboard and cartons on site.
- 2. Reuse** – there should be an appropriate system in place to reuse PPE on site.
- 3. Avoid unnecessary single use items or packaging** – no single use cutlery or cups.
- 4. Take action for nature** – every site should do something to improve biodiversity. These actions included bird boxes, bug hotels, litter picking, and installation of 2-minute clean boards.
- 5. Connect with our community** – 122 hours of volunteering were completed across the contract. This volunteering included work at food banks, tree planting, and community garden work.





Healthier communities

The contract has generated over £100,000 in social value this year via activities such as the 'Upcycle Your Skills' employability program, the KMFM 'Give A Gift' campaign, classroom session, and our waste electrical roadshows. Our LOOP report will give a deep dive into the Social Value created over the year.



Profit

Together we strive to achieve success in all areas – social and environmental, operational and financial – for SUEZ and all those we work with.

Our goals are to:

- ✓ Improve our profitability by focusing on continuous improvement and delivering efficiency in everything we do
- ✓ Grow our business
- ✓ Invest in our future

5S and Lean methodology

During contract year two, all managers, the contract general manager, and the regional manager attended SUEZ's Lean academy – a 4-day course introducing Lean methodology and techniques to improve process efficiency. This has enabled all managers to prepare a 'lean' project for delivery during contract year three.

All depots have undergone regular 5S audits – which examine workplace organisation with the aim of improving safety, eliminating process waste, improving efficiency, reducing downtime and improving performance.



5S audits are completed on site with the aim of identifying improvement opportunities and moving towards a continuous improvement management system (CIMS) audit which are completed across the UK business by trained practitioners. During year two we have moved through the levels, bronze, silver, and gold, assessed against the standards of other municipal contracts. Gold level is a huge achievement representing operational excellence and dedication.



Looking ahead

As we move into Year three, our focus shifts from initial mobilisation and stabilisation to optimisation and long-term resilience. The priority now is to implement the balanced collection rounds and ensure these changes are fully embedded, delivering consistent performance, improved efficiency and a reliable service experience for residents. Our work in year three will also include the addition of new collection services such as flexible plastics and the expansion of food waste to ensure compliance with new simpler recycling legislation.

We will continue to fine-tune street cleansing operations, using data, local insight and operational feedback to refine routes, frequencies and resource allocation. This iterative approach will enable us to respond to seasonal demands, evolving community needs and emerging environmental priorities while maintaining high standards of cleanliness across the boroughs.

Equally important in this phase is the continued development and maturity of our partnership management structure. Year three will see a stronger emphasis on collaborative governance, clear accountability and proactive communication between all stakeholders. By strengthening these relationships, it will support more agile decision-making, drive innovation and ensure that the contract delivers sustained value over its full term.

Sustainability and social value will remain central to our approach as the contract matures. In Year three, we will build on early initiatives by further reducing emissions through route optimisation, fleet efficiency and the exploration of alternative fuels and technologies. We will also continue to drive improvements in recycling performance and waste reduction, supporting the authority's wider environmental ambitions.

Alongside environmental priorities, we are committed to delivering meaningful social value within the communities we serve. This includes creating local employment and training opportunities, engaging with residents and community groups, and supporting initiatives that enhance wellbeing and civic pride. By embedding sustainability and social value into day-to-day operations, we aim to ensure that the contract not only delivers high-quality services but also contributes positively to the local environment and community.

Together, these priorities position us to build on the solid foundations established in the earlier years, ensuring that the service not only performs effectively today but continues to evolve and improve for the future.

Certification and legal compliance

Certificate GB94/3233

The management system of

SUEZ Recycling and Recovery UK Ltd

UK Head Office SUEZ House, Grenfell Road Maidenhead, Berkshire SL6 1ES United Kingdom

has been assessed and certified as meeting the requirements of

ISO 9001:2015

For the following activities

The Scope of Registration appears on page 2 of this certificate

This certificate is valid from 13 December 2025 until 27 September 2028 and remains valid subject to satisfactory surveillance audits.

Issue 61. Certified since 12 May 1994

Certified activities performed by additional sites are listed on subsequent pages.

L. Moran

Authorised by

Liz Moran

Business Manager

SGS United Kingdom Ltd

Rossmore Business Park, Ellesmere Port, Cheshire, CH65 3EN, UK

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Certificate GB94/3233, continued

SUEZ Recycling and Recovery UK Ltd

ISO 9001:2015

Issue 61

The collection, transport, sorting, separation, treatment, recycling, recovery and disposal of controlled waste—including household, municipal, commercial and industrial waste (including hazardous and difficult waste).

This includes:

- The operation of logistics depots, vehicle workshops, energy from waste plants, materials recycling facilities, household waste recycling facilities, transfer stations, composting facilities, wood processing facilities, landfill sites, gas utilisation plants, and associated procurement activities.
- The administration functions associated with the above activities.
- The collection, transport, separation, treatment, recycling and recovery of materials for the production of compost.
- The collection, transport, sorting, separation, treatment, recycling, recovery and disposal of wood.
- The administration functions associated with security shredding operations.

The sampling and laboratory analysis of and reporting on waters, waste waters and organic wastes.

Provision of ice piggings, chlorination and specialist pipe services.



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Certificate GB99/50556

The management system of

SUEZ Recycling and Recovery UK Ltd

UK Head Office SUEZ House, Grenfell Road Maidenhead, Berkshire SL6 1ES United Kingdom
has been assessed and certified as meeting the requirements of
ISO 14001:2015

For the following activities

The Scope of Registration appears on page 2 of this certificate

This certificate is valid from 13 December 2025 until 27 September 2028 and remains valid subject to satisfactory surveillance audits.
Issue 53. Certified since 03 June 1999
Certified activities performed by additional sites are listed on subsequent pages.

L. Moran

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Liz Moran
Business Manager

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Rossmore Business Park, Ellesmere Port, Cheshire, CH65 3EN, UK
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Certificate GB99/50556, continued

SUEZ Recycling and Recovery UK Ltd

ISO 14001:2015

Issue 53

The collection, transport, sorting, separation, treatment, recycling, recovery and disposal of controlled waste—including household, municipal, commercial and industrial waste (including hazardous and difficult waste).

This includes:

- The operation of logistics depots, vehicle workshops, energy from waste plants, materials recycling facilities, household waste recycling facilities, transfer stations, composting facilities, wood processing facilities, landfill sites, gas utilisation plants, and associated procurement activities.
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Certification and legal compliance

Certificate GB09/79537

The management system of

SUEZ Recycling and Recovery UK Ltd

UK Head Office SUEZ House, Grenfell Road Maidenhead, Berkshire SL6 1ES United Kingdom

has been assessed and certified as meeting the requirements of

ISO 45001:2018

For the following activities

The Scope of Registration appears on page 2 of this certificate

This certificate is valid from 13 December 2025 until 27 September 2028 and remains valid subject to satisfactory surveillance audits.

Issue 31. Certified since 27 September 2019

Certified activities performed by additional sites are listed on subsequent pages.

L. Moran

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Rossmore Business Park, Ellesmere Port, Cheshire, CH65 3EN, UK

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Certificate GB09/79537, continued

SUEZ Recycling and Recovery UK Ltd

ISO 45001:2018

Issue 31

The collection, transport, sorting, separation, treatment, recycling, recovery and disposal of controlled waste—including household, municipal, commercial and industrial waste (including hazardous and difficult waste).

This includes:

- The operation of logistics depots, vehicle workshops, energy from waste plants, materials recycling facilities, household waste recycling facilities, transfer stations, composting facilities, wood processing facilities, landfill sites, gas utilisation plants, and associated procurement activities.
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- The collection, transport, sorting, separation, treatment, recycling, recovery and disposal of wood.
- The administration functions associated with security shredding operations.

The sampling and laboratory analysis of and reporting on waters, waste waters and organic wastes.

Provision of ice piggings, chlorination and specialist pipe services.

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