

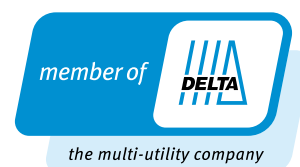
Indaver, leading the field in sustainable waste management



Indaver company code

*Mission, core values
and value-specific behaviours as a
basis for sustainable entrepreneurship*

INDAVER



Our mission, core values and rules of conduct: the basis of our sustainable entrepreneurship

Indaver is an organisation that is driven by values. Indaver places a lot of importance on its core values when establishing and executing its activities. We strive for the safety of all those involved and minimal impact from our activities on our surroundings. We pay lots of attention to the quality of our processes, products and services and we do this in transparency with all our stakeholders.

We have formulated our mission and core values concisely. Our company code describes Indaver's mission, our core values and the rules of conduct that apply to the company and all its employees.

Our mission: "Indaver, leading the field in sustainable waste management" expresses concisely what the enterprise stands for. Our core values indicate what is of intrinsic importance to the company. How these core values can be pursued tangibly is indicated in concrete rules of conduct per stakeholder and in value-specific behaviours for every employee.

- Demonstrating concern for people, safety and the environment
- Building relationships based on mutual trust
- Ensuring transparency in communications and actions
- Concentrating on achieving results
- Continuously improving

All those involved know what to expect from Indaver and – vice-versa – what the company expects from them. This clarifies the areas to which organisations and people can call each other to account.

Our mission, core values and rules of conduct form the basis of sustainable entrepreneurship.

Indaver leads the field in sustainable waste management.

Ronny Ansoms
CEO

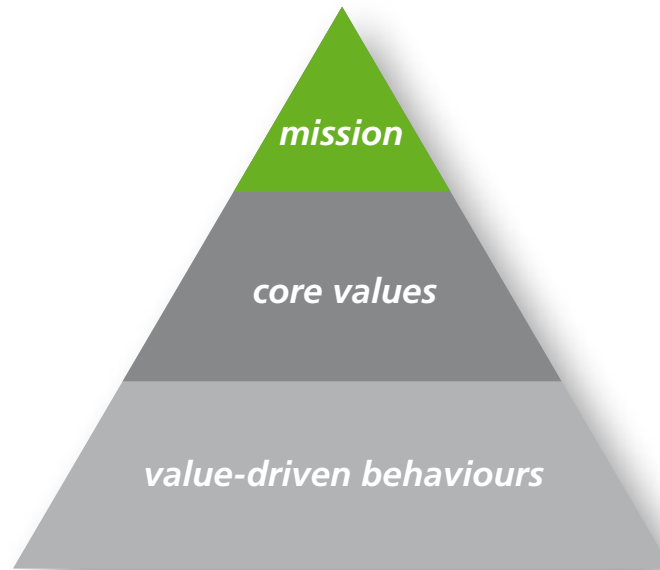
A handwritten signature in green ink, appearing to read "Ronny Ansoms".

Peter Boerma
Chairman Board of Directors

A handwritten signature in green ink, appearing to read "Boerma".

Company code

The code describes our **mission**, our **most important values**, our **responsibilities to our stakeholders**, and the **standards and rules which apply to Indaver, its managers and its staff**. In this way all the parties involved know what they can expect from Indaver and conversely what the company expects of them, and it is clear what demands we can make of one another.



The streamlined structure of the company code is consequently:

- 1. our mission:** 'what Indaver stands for'
- 2. our core values:** 'what is of intrinsic importance to Indaver'
- 3. our value-driven behaviours:** 'what guidelines Indaver gives to ensure the strict implementation of these core values'

Mission ('what Indaver stands for')

The question 'What does Indaver stand for?' is answered concisely and to the point in our mission statement.

“Indaver, leading the field in sustainable waste management”

We offer solutions for **waste management** in all its facets, both for governments and companies. With our Total Waste Management approach we focus on major industrial companies both nationally and internationally. In our management we focus on **sustainable** enterprise. We are guided by environmental considerations and economically and socially responsible choices and for that reason invest in consultation and long-term relations with all stakeholders. In this way we **lead in the field** of waste management and sustainable enterprise.

This mission is the guiding thread in all the decisions that Indaver makes. It is given a complete translation in core values which point us in the right direction in our actions.

Core values ('what is of intrinsic importance to Indaver')

Core values only have meaning when they are embodied in the interaction with stakeholders. Simply formulating a core value is of little value unless it is applied to a concrete stakeholder. Consequently the company code also formulates the concrete interpretation to a stakeholder for each core value.

The 5 core values that are of intrinsic importance to Indaver are:

- Demonstrating concern for people, safety and the environment
- Building relationships based on mutual trust
- Ensuring transparency in communications and actions
- Concentrating on achieving results
- Continuously improving

Value-driven behaviours ('which guidelines does Indaver have in place to concretely implement these core values')

“How can Indaver remain a successful enterprise?”; “What makes someone successful in his position?”

It is important to clarify the expectations that Indaver has vis-à-vis its employees. That's why Indaver's core values are translated into rules of conduct. These rules of conduct form one of the pillars of our competence model.

Core values

Demonstrating concern for people, safety and the environment

Responsible and sustainable enterprise starts with our aim to cause minimal impact on man and environment through our activities. Full compliance with the environmental legislation is taken as a minimum at Indaver. Thanks to our Total Waste Management approach our customers can also develop their commercial activities with minimal impact on man and environment. Through training and raising awareness we encourage behaviour in our staff that will ensure health and safety. Finally, together with our suppliers, partners, neighbouring companies and local residents we create the preconditions for a safe and healthy working and living environment for all concerned. Responsible and sustainable enterprise is enterprise with concern for people, safety and the environment.

Authorities

Indaver strictly observes current environmental legislation. At our plants full compliance with the law is a minimum requirement.

However our care for the environment goes beyond that. Indaver thinks ahead. We proactively search for a balance between our objectives as a Group and the objectives and demands of governments at local, regional, national and European level.

Our concern for the environment and safety has another aspect: an appropriate response if incidents do occur. In this way each incident becomes an opportunity for further improvement.

Customers

The Total Waste Management that we offer our customers make it possible for them to handle their waste with care. As a result they can limit the impact of their activities on man and environment to a minimum, both today and tomorrow. In this way, we convey our own concern for man and the environment to our customers.

When we are active on our customers' sites, we always ensure a safe and healthy working environment, out of respect for ourselves and our colleagues on site.

Personnel

A concern for the welfare of our personnel primarily means a healthy and safe environment to work in each day. We constantly encourage each member of staff to take a preventive approach to ensuring safe and healthy conduct through training and awareness-raising. Naturally we also make the necessary protective equipment available and ensure safe installations and a healthy working environment.

Suppliers & partners

As we do for our own personnel, we also ensure that our suppliers and partners work in a safe and healthy working environment. Indaver provides clear instructions and the necessary protective equipment. Prevention is also central in this. We expect our suppliers/partners to do the same.

Shareholders

Our shareholders rely on Indaver exercising its activities in a guaranteed legal and proactive/sustainable way.

Community

We have a concern for man, environment and safety, not only within but also around our companies. Our neighbours are the people who live close to our plants and the other businesses around us. Clear agreements are made with both to ensure a safe and healthy living environment together, covering both prevention and response. Indaver maintains the highest safety and environmental standards in this respect.

Building relationships based on mutual trust

Mutual trust is the basis, personal reliability and integrity are the requirements for an enduring relationship with each of our stakeholders. Thanks to our credibility and our profile as a partner that offers advice and conceptual input, we can rely on that trust.

Mutual trust is moreover a question of giving responsibility and taking responsibility. In the relationship with our staff we consequently support the principle of "empowerment". The relationship with our shareholders is characterised by an uncompromising application of the principles of corporate governance.

Authorities

Indaver builds an enduring relationship of trust with the various administrations and public authorities with which it deals. That trust is based on our credibility and our profile as a long-term partner that offers advice and conceptual input.

Customers

Our customers put their confidence in us because they see that the solutions we offer them, both in the short and the long term, offer maximum operational and financial security. That trust is the basis for long-term cooperation as a partner.

A further aspect of trust is confidentiality of information. All information that is exchanged within the customer relationship is treated in complete confidence.

The professional and personal reliability of each contact person is the basic requirement for an enduring relationship between Indaver and its customers.

Personnel

Within the company the reliability of each individual, his professional and personal integrity, is the basic requirement for an enduring relationship between employer and member of staff.

The principle of empowerment is a special aspect of trust, the delegating of responsibility to staff and teams. The manager who puts his trust in his staff in this way relies on the delegated responsibility also being accepted in full.

Indaver ensures that personal development opportunities are never limited by factors such as the gender, nationality or faith of the member of staff concerned. Indaver is a fair employer. We base recruitment, pay, evaluation, training, promotion, etc. exclusively on skills and results.

Privacy and personal integrity is always respected in all contact with staff. Every colleague deserves physical and emotional respect from us. An important aspect of this is the common maintenance of a healthy balance between work and private life.

Suppliers & partners

Our suppliers and partners deserve our trust insofar as they make it possible for us to offer our customers the added value they expect from us. That trust is the basis of an enduring relationship with our suppliers and partners.

A further aspect of trust is confidentiality of information. All information exchanged with suppliers and partners is treated in complete confidence.

The professional and personal reliability of each contact is the basic requirement for a sustainable relationship between Indaver and its suppliers and partners.

We set the same high ethical demands for our suppliers and partners as we implement internally. We can only preserve our integrity in this way and remain worthy of the trust of our staff, shareholders and customers.

Shareholders

The high ethical demands we impose on ourselves are also implemented in our relationship of trust with the shareholders.

As regards corporate governance, Indaver goes beyond the statutory obligations in this matter, and this is something which is encouraged and valued by our shareholders. In this respect too, Indaver seeks to lead the field.

Community

Our neighbours, both citizens and companies, put their trust in us insofar as the information we provide them is always accurate and timely.

Ensuring transparency in communications and actions

We say what we do and do what we say. To us openness in word and deed means communicating in a timely, open and honest manner with all our stakeholders. A proactive attitude, feedback and dialogue create an open climate in which enduring relationships of trust may be realised and cooperation stimulated.

Authorities

Indaver communicates in a timely, open and honest manner with the various administrations with which it deals in connection with the registrations and reports it is required to provide. Indaver's processes are also transparent and traceable.

In its role as advisory partner Indaver also actively engages in dialogue on compliance and possible improvements regarding waste management legislation.

Customers

Indaver communicates in a timely, open and honest manner with its customers. Our customers rely on accurate information which they can use as a basis to take decisions.

Feedback and dialogue are key words in open communication. Our customers are free to discuss their wishes, problems and questions with us, so that solutions can be sought in complete openness. In this way, problems are solved and at the same time a long-term relationship is made possible. This is a daily responsibility of all colleagues who come into contact with our customers.

Openness in word and action also ensures that both Indaver and its customer say what they do and do what they say. Agreements are clear and are fulfilled. This makes it possible to develop an enduring relationship of trust.

Personnel

Indaver communicates in a timely, open and honest manner with its personnel. Firstly, our staff can rely on having the correct information to carry out their responsibilities appropriately (guidelines, job information, etc.). Secondly, we keep them informed of important events and changes within our company and on the market. We also communicate with them with a view to increasing their motivation and awareness and encouraging their personal development.

Our openness works in both directions. Information and messages must find their way both from the management and from the workplace. Openness and knowledge-sharing are our bridge across the boundaries of departments and job hierarchies.

Feedback and dialogue are key words in open communication. Wishes, problems and questions are treated as subjects for discussion, so that answers can be sought completely openly.

Openness in word and action also entails that each person within Indaver says what they do and does what they say. Agreements are clear and are fulfilled. This makes it possible to develop an enduring relationship of trust between colleagues, teams, departments.

Suppliers & partners

Indaver communicates in a timely, open and honest manner with its suppliers and partners and relies on the same openness.

Accuracy is of the greatest importance in exchanging information as our internal operations and our advice to our customers are based on this.

Feedback and dialogue are key words in open communication. Wishes, problems and questions are treated as subjects for discussion, so that answers can be sought completely openly. This simultaneously solves the problems and makes a long-term relationship possible.

Shareholders

Indaver communicates in a timely, open and honest manner with its shareholders as regards its operations, profitability and growth.

As regards corporate governance Indaver goes beyond the statutory obligations in this matter, and this is something which is encouraged and valued by our shareholders. In this respect too, Indaver seeks to lead the field.

Community

Indaver communicates in a timely, open and honest manner with its neighbours: the local residents and the neighbouring businesses. The accuracy of the information which we provide is vital for their sense of security about our presence and our activities.

We take away uncertainty and anxiety about the possible impact of our activities on their living environment through proactive communication. We thereby create an openness through which dialogue, trust and an enduring relationship may grow.

Concentrating on achieving results

We are result-oriented and cost-efficient in everything we do. We want to offer our customers sustainable, pioneering total solutions with optimal cost efficiency. Structural knowledge management is central to our company management; it promotes result-oriented teamwork and sustainable growth in the interests of all concerned. As a partner to various authorities that offers advice and conceptual input, Indaver always keeps the common aim in sight: sustainable waste management with maximum respect for man, safety and environment.

Authorities

Indaver profiles itself with the various administrations with which it deals as a long-term partner that offers advice and conceptual input in the development of appropriate legislation. The common aim is a sustainable form of integral waste management with maximum respect for man, safety and the environment.

Customers

Indaver strives for a concrete result for its customers, a total waste management solution. Our total solutions are sustainable by nature, tailored to customer requirements and intended to take all the worries out of the customer's hands.

Our customer orientation is also expressed in our proactive approach and hence anticipates the questions and expectations of our customers as far as possible.

The quality of our cooperative process determines the quality of the end result. The customer relies on our accessibility, our efficiency and our creative approach to reach pragmatic solutions for their waste management both in the short and in the long term.

Indaver's total solutions are pioneering insofar as the substantive added value and the total cost are balanced. In our offers, model practices from the industry are reconciled with the highest possible cost efficiency.

Personnel

The duties of each individual member of staff are not an end in themselves but a means to reach a concrete result for the organisation in the short and long term. The allocation of time and resources is always weighed against the output: the tangible added value created for the organisation and consequently for our customers and shareholders.

Individual efforts of members of staff are aimed at increasing the performance of the team. The source of our added value is our teams. The source of our result orientation is consequently our team spirit.

Team spirit however extends further than the boundaries of individual teams or departments. In a result-oriented organisation each team has its objectives but the teams are never truly separated from each other. The results of one team make the other team's results possible. Teams need each other to create added value for Indaver as a group. This assumes an involvement and a sense of responsibility that exceeds the boundaries of team and department. In other words, collegiality and professionalism apply not only to immediate colleagues but also to more remote colleagues. Awareness and respect for each other's objectives are an essential condition and remain at the forefront as a group.

When members of staff develop professionally and their own added value is increased, that benefits both the organisation and the individual. Indaver stimulates this win-win situation in every possible form. Each member of staff is encouraged to develop further within the company and to search for new challenges. Personal desires and ambitions are balanced with the company's objectives and opportunities.

By giving structural attention to managing and sharing knowledge within our company, we increase the quality of our operations and our reaction speed. Knowledge management is a result-oriented, collective responsibility of all members of staff and teams throughout the organisation.

Suppliers & partners

We expect our suppliers and partners to have the same thoughtful and proactive attitude, the same process quality and the same cost awareness. The enduring relationship between Indaver and its suppliers and partners is characterised by a shared result orientation.

Shareholders

The organisational structure, management style and business processes at Indaver ensure both smooth operations from day to day and the healthy growth that safeguards the future of our company. Our shareholders expect both of these things, and both are daily points for attention for the decision-makers within our organisation. The aim is to achieve a healthy shareholder return on equity.

Community

Indaver actively contributes to caring for the surrounding residents and companies. It does so not only to comply with legal requirements, but also to participate in concretely safeguarding health and safety in the local environment. In doing this, Indaver implements the highest standards and carefully devised management systems, and acts proactively in dialogue with its neighbours.

Continuously improving

In its role as a partner that offers advice and conceptual input to various authorities, Indaver contributes to the continuous updating and improvement of the legal framework. Structural knowledge management and a sense of initiative are the engine of innovation and sustainable growth. As a learning organisation, we are constantly evaluating, checking and optimising our service provision, operation and processes. In that way Indaver can be and remain a leader in sustainable waste management.

Authorities

Indaver profiles itself with the various administrations with which it deals as a long-term partner that offers advice and conceptual input. In order to fulfil this role on an enduring basis, Indaver regularly gives new inputs to this dialogue, on the basis of new developments and possibilities in the field of sustainable waste management and their relationship to the current legislation.

Customers

Indaver strives for an ever higher level of service. This is apparent from the close monitoring and implementation of new developments in the field of sustainable waste management. Moreover, Indaver is an organisation that itself nurtures such new developments and consequently may be considered a pioneer. Continuous improvement presupposes a learning attitude. Indaver constantly evaluates and checks its own operations and processes and uses every opportunity for optimisation, always with a view to further increasing our added value for the customer.

Personnel

Continuous improvement presupposes a learning attitude. Indaver can only continue to lead the field in sustainable waste management if it is a learning organisation. Our learning attitude as an organisation is apparent amongst other things from our encouragement of initiative, from our structural approach to knowledge management and from our thorough checks on all aspects of our operations.

Suppliers & partners

Indaver always chooses its suppliers and partners on the basis of their innovative added value. Companies that themselves embody expertise and innovation in their operations are preferred candidates for cooperating with Indaver.

Shareholders

Innovation and knowledge management are important drivers of growth. In order to constantly increase our profitability as a company, Indaver invests time and resources in implementing and where possible launching new developments as regards sustainable waste management. The basis for innovation is formed by structural knowledge management and a sense of initiative.

Community

Indaver strives to safeguard the health and safety of its neighbours ever more efficiently and more effectively. To do this, we constantly evaluate and check our operations and processes and we use every opportunity to optimise quality of our local environment. In this way we exclusively implement the best available technology (BAT).

Value-driven behaviours

*“How can Indaver remain a successful enterprise?”
 “What makes someone successful in his position?”
 It is important to clarify the expectations that Indaver has vis-à-vis its employees. That’s why Indaver’s core values are translated into rules of conduct and into concrete behaviour – behaviour indicators. These behaviour indicators form one of the pillars of Indaver’s competence model.
 The concepts ‘empowerment as successful leadership style’ and ‘efficient & effective’ receive the necessary attention.*

Demonstrating concern for people, safety and the environment

Every employee

- should treat colleagues, material and time with **respect**.
- should comply with the **safety provisions** in force and point these out to others if necessary.
- should pay attention to **order and neatness**.

Management

- should ensure that equipment and installations are **safe** and encourage safety awareness.
- should act as **mentors or coaches** with the aim of developing the knowledge and skills of others.
- should provide a **pleasant working atmosphere** within the team.

Building relationships based on mutual trust

Every employee

- should act in accordance with previously made commitments and **agreements**.
- should spontaneously assume **responsibilities**, even without direct supervision.
- should admit mistakes made **on his/her own initiative** and learn from them.

Management

- should **involve** employees and colleagues in decision making and problem solving.
- should give employees the **space and trust** they need to take decisions for themselves; **delegate** tasks and authority; and clearly indicate the impact or contribution of every employee.
- should **defend management** points of view and decisions to their own staff and third parties.

Ensuring transparency in communications and actions

Every employee

- should **communicate** with the appropriate colleagues in a timely and transparent manner.
- should **address people directly** in the event of differences of opinion and/or remarks and should discuss them in a constructive, problem-solving way.
- should not make any **promises** that he/ she cannot keep.

Management

- should provide open and specific **feedback** (both positive and critical) to an employee regarding particular behaviour, shortly after the events concerned.
- should display **exemplary conduct**.
- should assume responsibility for communicating important **company information** throughout his/ her organisation or team. Should ask for feedback and react to it.

Concentrating on achieving results (efficient)

Every employee

- should assume responsibility for attaining **individual and team objectives**.
- should actively look for an **alternative solution/approach** in good time if the approach selected does not lead to the desired result.
- should focus on the **important objectives/tasks** and should pinpoint priorities in this regard.
- works together constructively with colleagues across the departments, even if the interests are diverse, with a view to results.

Management

- should translate his/her **vision enthusiastically** in terms of practical objectives to his/her team. Should explain how their **contribution** fits in the whole and clarify their **roles/responsibilities** and possible interactions with other teams.
- should regularly **check** whether the results/objectives have been attained in the most efficient and effective way. Should support staff where necessary and show appreciation for good results.
- should stimulate staff in searching for **solutions** to (instead of) problems and evaluate them critically.

Continuously improving (effective)

Every employee

- should not be satisfied with average **performance** and/or results and should take the initiative to improve them.
- should analyse processes/approaches in order to work **more efficiently** using a simpler approach, and should involve others in this.
- should be open to **feedback** and use it to improve his/her own job performance and skills.

Management

- should use **KPIs** to **improve** processes and to increase efficiency in the short- and long-terms. Should value the company's interests above those of a department or individual.
- should look **beyond** his/her own department, site or company to see how others deal with the same problems and translate these to his/her situation.
- should provide appropriate **support** and challenges to the team to improve performance.



INDAVER

