



Gender Pay Gap Report 2022

Biffa

Introduction

Biffa remains committed to promoting diversity and inclusion amongst our workforce.

Since 2017 we have elected to publish information which goes beyond statutory requirements and have continued this in the report for 2022. We believe this approach both provides maximum transparency and gives a more detailed and more comprehensive understanding of gender pay information across the Biffa Group.

The data snapshot date for the GPG figures in this report is as at 5 April 2022.

Our Approach to Pay in Biffa

In order to support pay parity we have a structured approach to pay.

- Pay rates for our hourly paid employees (who comprise 72% of our overall workforce), are predominantly set for specific job roles through collective bargaining with the recognised trade unions. This means that male and female incumbents of the same job role will be paid exactly the same.
- Salary ranges for our staff (who comprise 28% of our overall workforce) are predominantly underpinned by the application of a job evaluation methodology, which ensures the same salary range is applied for all jobs that are determined as equivalent through the methodology.



Methodology

All data and information was compiled using the standard methodologies set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, and with reference to the ACAS guidelines where appropriate.

The information provided is based on a “snapshot” date of 5 April 2022.

Gender Pay Gap Data for Biffa Group

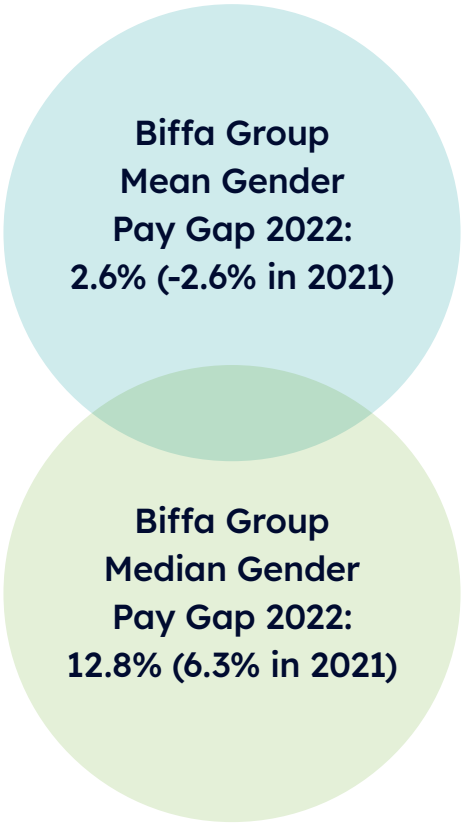
The positive mean and median gender pay gaps indicate that both the average and median pay for women is lower than the average and median pay for men across the Biffa Group.

Since the 2020 report the Biffa Group mean gender pay position has changed, from a negative position to a positive position, and 2022 data shows this trend continues and the gap between male and female pay has increased.

Historically the Biffa Group had a negative mean gender pay gap due to the composition of the workforce being relatively lower paid males in frontline positions with a greater representation of females in our ‘staff’ population which are typically higher paid managerial and professional grades.

The acquisition of CSG in 2021, brought with them a female biased frontline workforce which resulted in the composition of our frontline workforce changing from 98% male to 89% male. This workforce composition has remained static with frontline operative teams being 89.8% male and 10.2% female (89.8% and 10.2% in 2021) and ‘staff’ roles being 54.9% male and 45.1% female (54.7% and 45.3% in 2021).

The implementation of relatively larger pay increases in our frontline operative population, in relation to market pay pressure (Drivers and Loaders) within our collective bargaining agreements, is the primary factor that accounts for the change in our gender pay gap position.

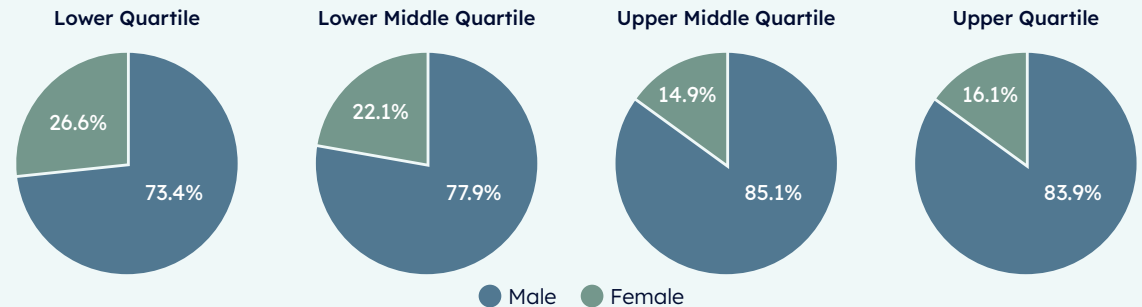


**Biffa Group
Mean Gender
Pay Gap 2022:
2.6% (-2.6% in 2021)**

**Biffa Group
Median Gender
Pay Gap 2022:
12.8% (6.3% in 2021)**

Pay Quartiles by Gender

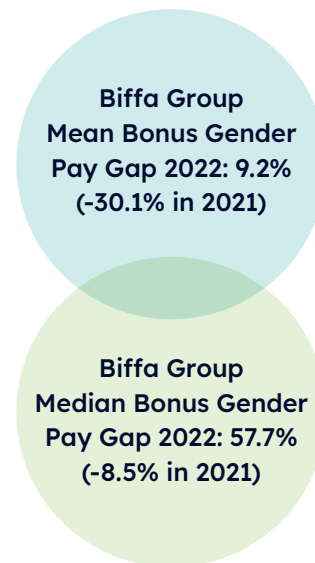
This data shows the male / female split of our workforce in each pay quartile. Broadly the proportions for each quartile are not dissimilar to the composition of our overall workforce (80.0% male, 20.0% female), although it should be noted that there is a slightly higher proportion of females (26.6%) in the lower quartile.



Bonus Gender Pay Gap

The mean bonus gap within the Biffa Group for the 12 months ending in April 2022 moved from a negative to positive position. This means that bonus payments were on average higher for male employees than female. This is the first time that we have reported a positive mean bonus gap for the Biffa Group.

Historically the Biffa Group has had a negative mean bonus gap which is due in part to bonus payments being typically higher for senior and middle managers than for frontline operative employees, and the fact that there are a higher proportion of females employed as middle managers, than there are in frontline operative roles. However, as a result of the pandemic no annual Performance Bonus Scheme (PBS) payment was made in 2021 to staff, whilst productivity bonuses

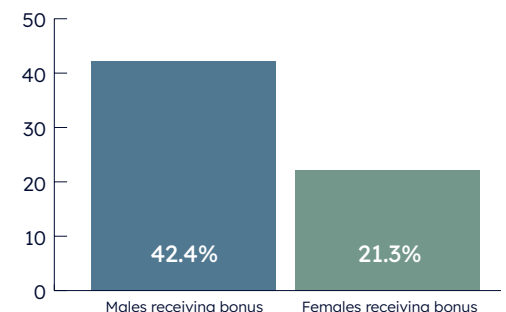


for frontline operatives continued, which has resulted in a significant swing into a positive position in favour of men. The non-payment of PBS also resulted in a positive median bonus gap.

In addition, there were a number of bonus initiatives targeted at our frontline operative population between 6 April 2021 – 5 April 2022 used to retain and attract employees. Within the frontline operative population 3,324 employees received a bonus, 3,225 (97.0%) of which were male.

Proportion of male and female employees receiving a bonus

This chart shows that the proportion of males and females receiving a bonus has reduced compared with 2021 (49.2% Male and 48.7% Female). The reduction is due to no payment being made in 2021 for the PBS.



Statutory Gender Pay Gap Reporting Data

Biffa had three employing entities which employed 250 or more workers as at 5 April 2022. This is the same as 2021. Appendix 1 contains the relevant statutory reporting results for Gender Pay Gaps. These results have also been published to the www.gov.uk website. These three employing entities comprise over 90% of Full Paid Relevant employees within the Group.

Gender Pay Gap

Actions

The key actions Biffa Group is taking to address Gender Pay Gap issues and ensure pay equality include:

- ✓ Regularly monitoring the relative pay / salary levels between male and female employees.
- ✓ The introduction of job families and job family pay ranges to better align employees to their relevant markets and help manage internal relativities.
- ✓ Continuing to deliver the diversity and inclusion (D&I) strategy.

Actions include:

- ▶ Developing and deploying D&I awareness training for all front-line employees.
- ▶ Providing hiring managers with training in D&I awareness and Unconscious Bias.
- ▶ Celebrate and support events such as National Inclusion Week.
- ▶ Establishing mentoring and networking support for members of our Women in Waste group.
- ▶ Endeavouring to have a shortlist of diverse candidates who meet the essential person specification criteria for all vacancies as they arise.



Gender Pay Gap Report

Employing Entity	Year	Mean Gender Pay Gap (hourly pay difference between male and female employees)	Median Gender Pay Gap (hourly pay difference between male and female employees)	Percentage of male/female employees in lower quartile pay band		Percentage of male/female employees in lower middle quartile pay band		Percentage of male/female employees in upper middle quartile pay band		Percentage of male/female employees in upper quartile pay band	
				Male	Female	Male	Female	Male	Female	Male	Female
Biffa Waste Services Ltd	2022	-3.9%	14.9%	77.3%	22.7%	79.0%	21.0%	93.0%	7.0%	80.9%	19.1%
	2021	0.6%	-5.1%	81.3%	18.7%	88.1%	11.9%	86.7%	13.3%	76.1%	23.9%
	2020	-4.7%	1.3%	78.4%	21.6%	85.3%	14.7%	88.7%	11.3%	75.3%	24.7%
	2019	-0.9%	4.1%	78.0%	22.0%	85.1%	14.9%	90.1%	9.9%	79.1%	20.9%
	2018	5.9%	4.0%	77.0%	23.0%	83.9%	16.1%	88.5%	11.5%	77.2%	22.8%
	2017	-2.4%	2.3%	77.8%	22.2%	85.2%	14.8%	86.9%	13.1%	81.1%	18.9%
Biffa Municipal Ltd	2022	-14.2%	-8.5%	95.5%	4.5%	95.6%	4.4%	94.1%	5.9%	91.9%	8.1%
	2021	-6.5%	-8.6%	94.9%	5.1%	98.7%	1.3%	94.4%	5.6%	91.3%	8.7%
	2020	-16.0%	-6.0%	94.1%	5.9%	96.7%	3.3%	95.9%	4.1%	91.7%	8.3%
	2019	-4.8%	-11.8%	93.2%	6.8%	96.7%	3.3%	96.9%	3.1%	93.4%	6.6%
	2018	-8.3%	-4.1%	92.5%	7.5%	96.2%	3.8%	95.7%	4.3%	91.7%	8.3%
	2017	-8.0%	0.8%	92.9%	7.1%	95.6%	4.4%	96.8%	3.2%	92.4%	7.6%
Company Shop Group	2022	10.9%	2.5%	35.3%	64.7%	33.5%	66.5%	37.5%	62.5%	52.0%	48.0%
	2021	14.4%	3.3%	39.2%	60.8%	28.7%	71.3%	34.6%	65.4%	55.5%	44.5%
	2020	13.8%	5.6%	41.4%	58.6%	33.3%	66.7%	31.1%	68.9%	60.6%	39.4%
	2019	17.5%	2.3%	34.5%	65.5%	27.9%	72.1%	35.8%	64.2%	50.9%	49.1%
	2018	16.0%	2.3%	46.4%	53.6%	39.2%	60.8%	27.5%	72.5%	39.9%	60.1%
	2017	18.2%	4.6%	38.2%	61.8%	24.8%	75.2%	36.0%	64.0%	50.0%	50.0%

Bonus Gender Pay Gap Report

Employing Entity	Year	Mean Bonus Gender Pay Gap (difference in bonus payments between male and female employees)	Median Bonus Gender Pay Gap (difference in bonus payments between male and female employees)	Percentage of male/female employees receiving a bonus payment	
				Male	Female
Biffa Waste Services Ltd	2022	-3.3%	47.8%	47.6%	26.0%
	2021	-17.0%	12.7%	61.6%	55.4%
	2020	-4.7%	29.4%	60.8%	57.6%
	2019	-13.3%	7.2%	65.6%	59.1%
	2018	-13.7%	4.0%	66.6%	62.0%
	2017	13.8%	-7.0%	63.1%	57.7%
Biffa Municipal Ltd	2022	41.3%	72.9%	35.5%	19.7%
	2021	-104.5%	-22.5%	31.8%	22.6%
	2020	-29.6%	-277.4%	69.7%	57.6%
	2019	-2.2%	-8.6%	43.1%	20.5%
	2018	-46.5%	-77.4%	42.6%	18.6%
	2017	-18.3%	19.4%	37.2%	19.5%
Company Shop Group	2022	55.4%	0.0%	18.0%	12.5%
	2021	41.0%	66.4%	4.2%	1.4%
	2020	9.1%	38.7%	8.9%	6.5%
	2019	2.3%	36.4%	5.9%	6.0%
	2018	16.1%	9.5%	6.0%	4.5%
	2017	-13.6%	-56.2%	13.6%	5.3%



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