



Gender Pay Gap Report 2023

Biffa

Introduction

Since 2017 we have elected to publish information which goes beyond statutory requirements and have continued this in the report for 2023. 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 Gender Pay Gap (GPG) figures in this report is as of 5 April 2023.

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

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 73% 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 27% 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 were 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 2023.

Gender Pay Gap Data for Biffa Group

The positive median GPG indicates that the median pay for women is lower than the median pay for men across the Biffa Group. However, the negative mean GPG indicates that the average pay for women is now higher than the average pay for men across the Biffa Group.

The Biffa Group mean GPG has moved back to the historical negative position in favour of females. Whilst both males and females have an increased average hourly rate in 2023, the mean GPG moving back to a negative position is a result of 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.

In addition, in 2023 our collective bargaining agreements and staff increases were more closely aligned and as our ‘staff’ population is closer to a 50/50 gender split, the increases to female salaries have had a greater effect on the mean.



**Biffa Group
Mean Gender
Pay Gap 2023:
-3.3%
(2.6% in 2022)**

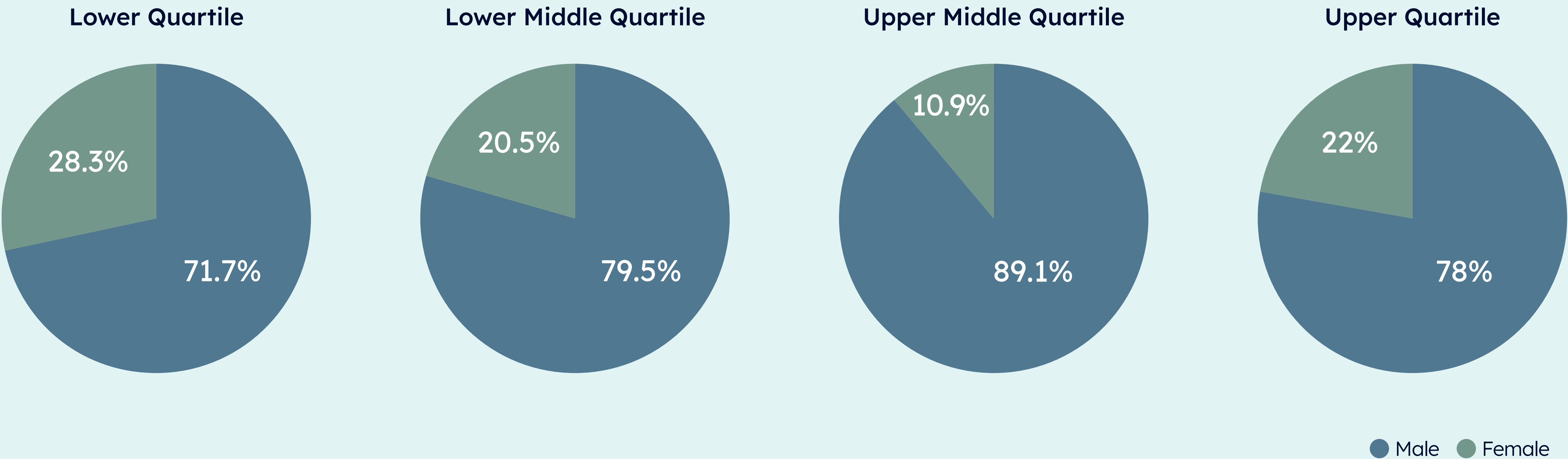
**Biffa Group
Median Gender
Pay Gap 2023:
8.0%
(12.8% in 2022)**

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 (79.7% male, 20.3% female), although it should be noted that there is a slightly higher proportion of females (28.3%) in the lower quartile.

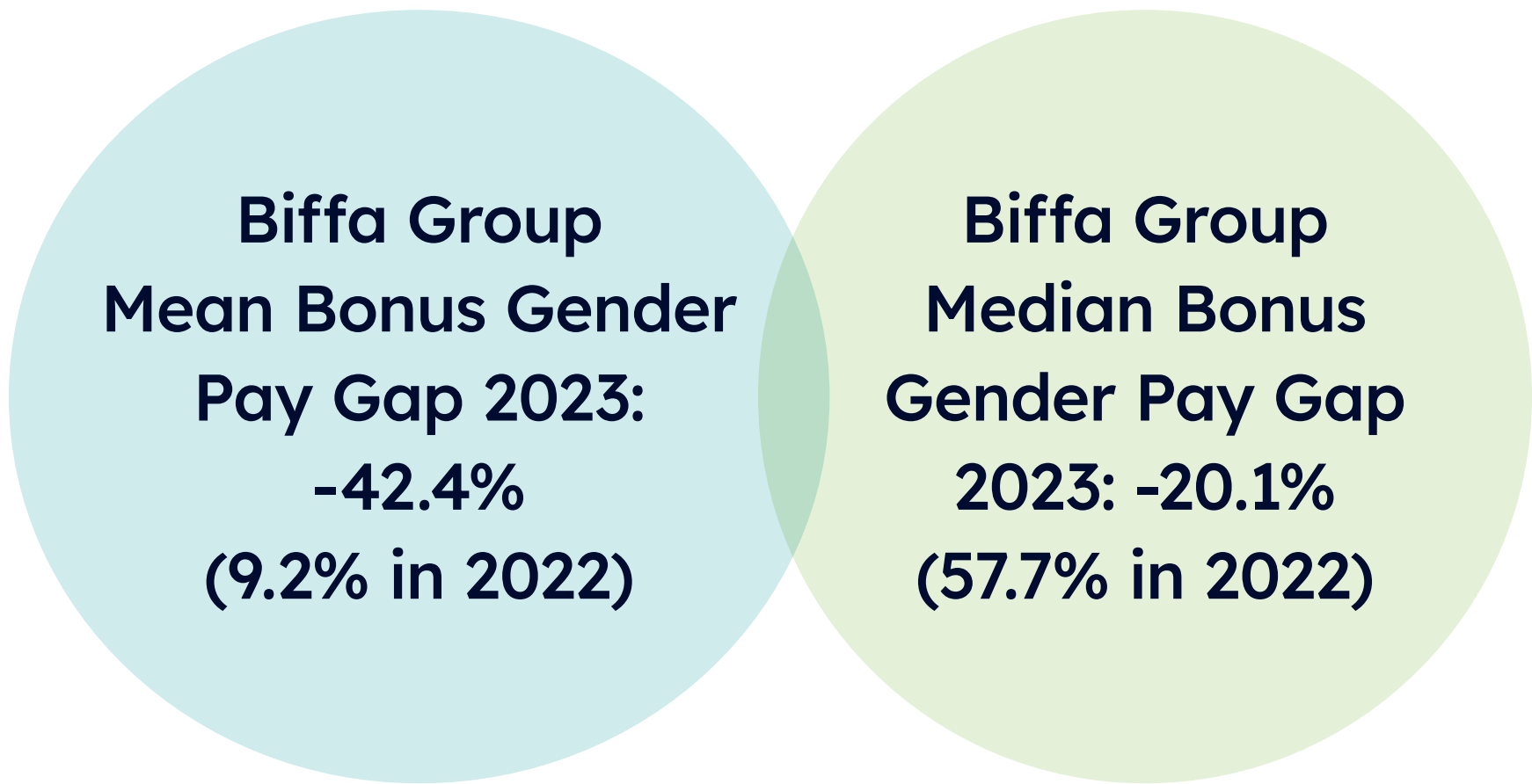


Bonus Gender Pay Gap

The Biffa Group negative mean and median bonus GPG 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.

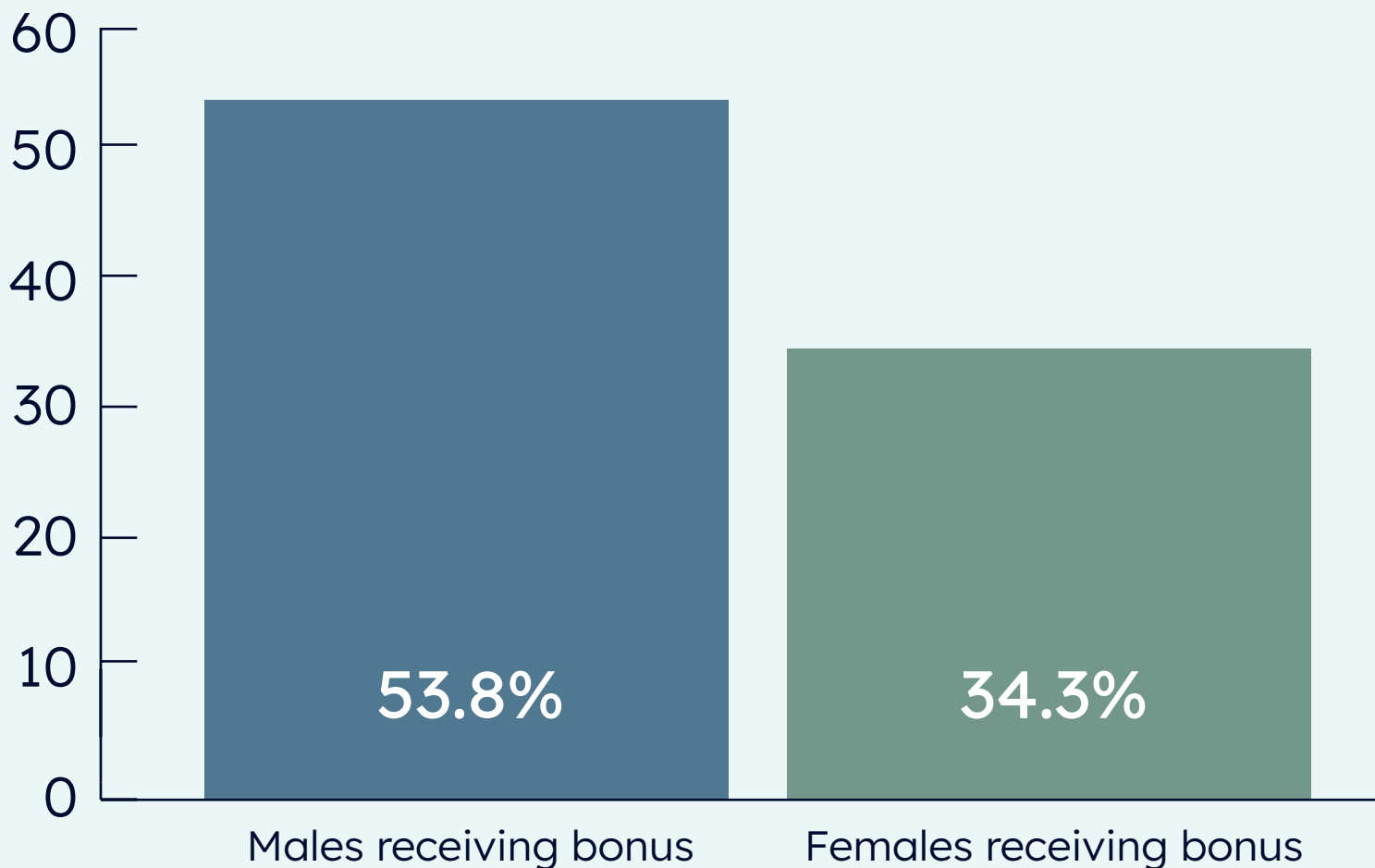
Our bonus GPG last year was positive and atypical, because of the impact of the COVID-19 pandemic the business did not award a bonus to staff grades, however our frontline employees continued to receive usual productivity bonuses.

As there are a higher proportion of females employed as middle managers, than there are amongst frontline roles, the bonus GPG was positive in favour of men.



Proportion of male and female employees receiving a bonus

This chart shows that the proportion of males and females receiving a bonus has increased compared with 2022 (42.4% Male and 21.3% Female). The increase is due to payment being awarded in 2022 for the PBS.



Statutory Gender Pay Gap Reporting Data

Biffa had three employing entities which employed 250 or more workers as of 5 April 2023. This is the same as 2022.

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, Equity and Inclusion (DE&I) strategy.

Actions include:

- ▶ Deploying DE&I awareness training for all front-line employees.
- ▶ Update and roll out of our DE&I eLearning to online colleagues.
- ▶ Providing hiring managers with training in DE&I awareness and Unconscious Bias.
- ▶ Celebrate and support events such as National Inclusion Week and International Woman's Day.
- ▶ Endeavouring to have a shortlist of diverse candidates who meet the essential person specification criteria for all vacancies as they arise and an aspiration that 50% of all new hires and promotions into leadership and management positions are women.



Gender Pay Gap Report



	Year	Mean Gender Pay Gap	Median Gender Pay Gap	Lower quartile pay band		Middle quartile pay band		Upper middle quartile pay band		Upper quartile pay band	
				Male	Female	Male	Female	Male	Female	Male	Female
Biffa Waste Services Ltd	2023	-15.2%	-2.3%	79.9%	20.1%	86.5%	13.5%	90.1%	9.9%	73.8%	26.2%
	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	2023	-7.4%	-5.1%	95.5%	4.5%	94.6%	5.4%	93.4%	6.6%	91.8%	8.2%
	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	2023	11.1%	1.5%	34.8%	65.2%	29.6%	70.4%	31.4%	68.6%	51.0%	49.0%
	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



	Year	Mean Bonus Gender Pay Gap	Median Bonus Gender Pay Gap	Percentage of male/female employees receiving a bonus payment	
				Male	Female
Biffa Waste Services Ltd	2023	-51.6%	-18.9%	64.9%	48.3%
	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	2023	-138.8%	-125.1%	35.7%	22.9%
	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	2023	34.5%	0.0%	22.1%	13.9%
	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%

