

The image is a low-angle shot of a dense forest canopy against a bright blue sky with scattered white clouds. A large, thick red arrow curves from the top right, around the center, and points towards the bottom left. The text is centered within this red arrow's path.

**Biffa**

**Sustainability  
Report  
2024**

# We are Biffa

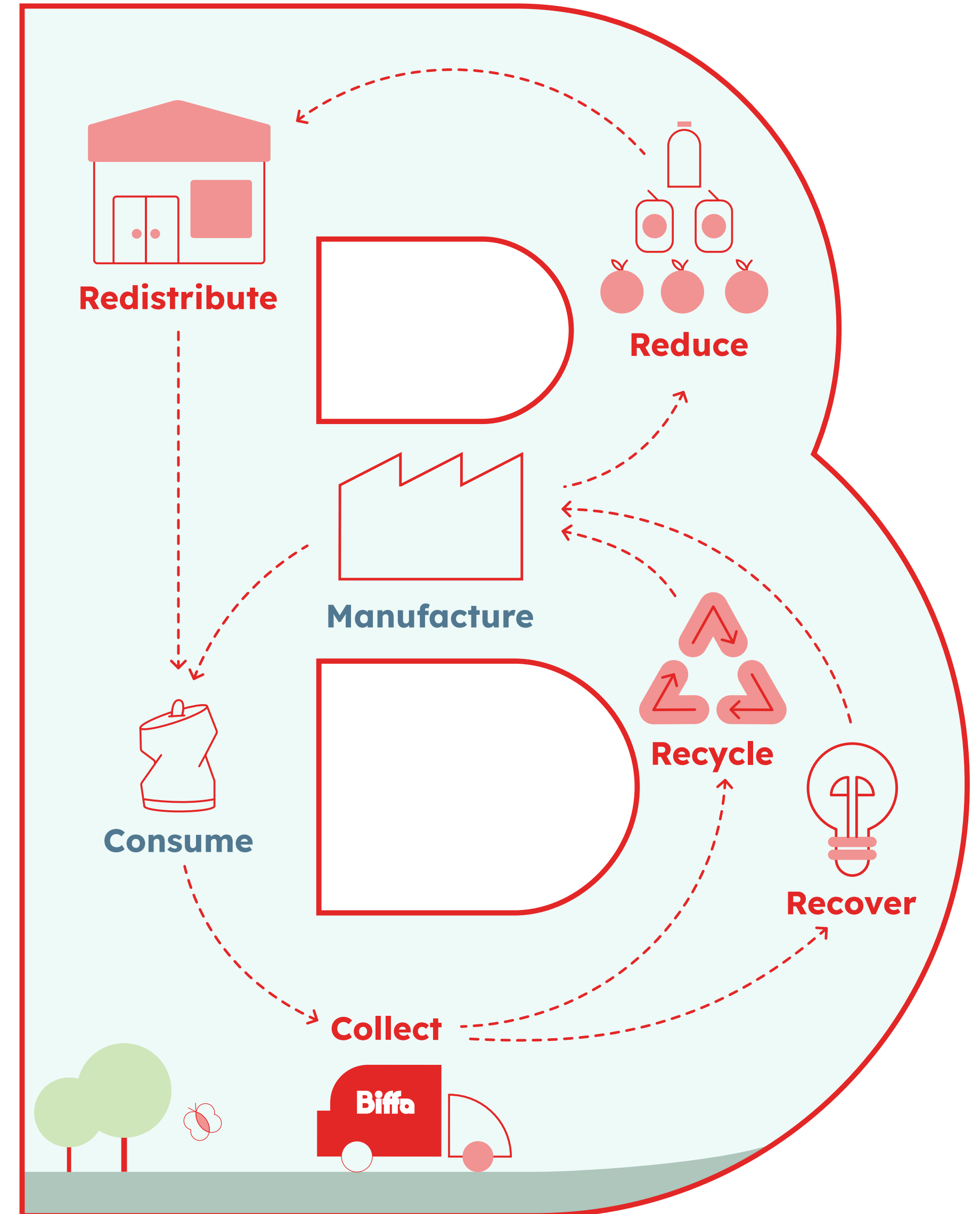
**Biffa is an established leader in sustainable waste management. When we first started over 100 years ago, waste management simply meant taking it away.**

Today our team of more than 10,800 employees helps households and organisations of all shapes and sizes manage their waste sustainably.

Our purpose is to change the way people think about waste and we are using our expertise and innovation to help the UK on its path to a circular economy.

We believe that if people and businesses think differently about waste, they will act differently. More will be redistributed, reused, recycled, or recovered – helping to reduce emissions, protect the environment, and support our communities.

Biffa's sustainability strategy dovetails with our business strategy. Its governance is overseen by the Board, the full details of which, including structure, are covered in our voluntary Task Force on Climate-Related Financial Disclosures (TCFD).



Welcome to Biffa's

2024

Sustainability  
Report



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# Foreword by Michael Topham

We are supporting  
businesses and  
organisations of  
all shapes and sizes

**Last year was another good year at Biffa. We continue to consistently execute our strategy and are making solid progress towards our sustainability targets.**

The following pages highlight all the actions Biffa has taken in 2023/24 to further enable the UK circular economy and reduce carbon emissions, while positively impacting the communities in which we operate. As a business Biffa has grown revenue 49% since 2019/2020, and during the same period we have cut our Scope 1 and 2 emissions by 37%, keeping us ahead of our 2025 target.

All this is only possible through the people and partners that help power Biffa. From our collections operatives serving communities every day, to our innovation partners investigating new ways to increase circularity, reduce waste, and recycle more. In 2023/24 we further extended our capabilities and expertise in this space through the acquisition of companies excelling in different aspects of sustainable waste management.

Additionally, more and more talented people are seeing the waste and resources industry as a place where they can use their knowledge and skills to drive system-wide change. Biffa is made up of thousands of dedicated professionals including drivers, engineers, chemists, and logistics experts, all working together to contribute to a sustainable future built around the circular economy.

Delivering system-wide change across the UK also requires government to use the right policy levers to maximum effect. Last year saw further progress on waste and resource policy development and we welcome the early prioritisation of a circular economy by the new Government in Westminster.

This is also true of the wider UK journey to net zero. Effective action on climate change is slipping down the political agenda as the global impacts are becoming increasingly profound. It has never been more important that people and organisations understand their roles and responsibilities in reducing emissions and ensuring a safe environment for future generations.

To that end, Biffa is educating our customers, and wider society, to encourage the responsible use of materials and to raise awareness of sustainable waste management's positive impact on carbon emissions. We are supporting businesses and organisations of all shapes and sizes, as well as Local Authorities (and their residents) in navigating this critical period of policy change. In many cases we are helping them to identify and seize the new opportunities that some of these policies present to prevent, reduce, reuse and recycle waste.

This report summarises Biffa's sustainability progress and achievements. Much of which has been achieved through collaboration with our customers, innovation partners, government agencies, industry bodies, and suppliers. We are grateful for their support and look forward to continuing this work, to forming more partnerships and engaging with our communities to create a more sustainable UK.

**Michael Topham**  
Chief Executive Officer

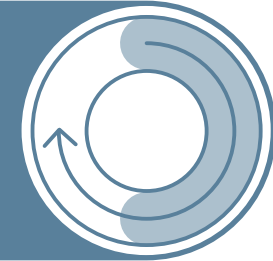




# Our Sustainability Strategy

# Key highlights 2023/24

## Enabling the circular economy



**107m**  
Over 107 million products redistributed

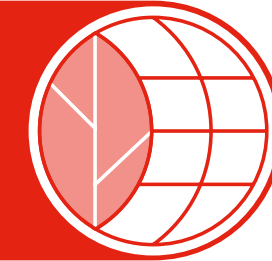
Increased recycling capacity by **27%**

**559,000** tonnes of business waste recycled

**45,000** tonnes of surplus food saved

**95%** of plastics collected, recycled in the UK

## Tackling climate change



**100%** renewable energy purchased

**158** alternative fuelled vehicles added in our fleet

Planning permission for **19.3** Mw of solar

**37%** of emissions reduced since 2019

Collection route efficiency improved by 9%

## Caring for our people, supporting our communities



Lost time injury rate decreased to 0.29

Received a One Star accreditation in our first ever Best Companies survey in 2024, in which over 7000 colleagues participated

Over **39,000** people supported by our Community Hubs

**685** Progress Academy participants in full or part time employment

DE&I employee rating up by 3% points to **81%**

# The progress we've made

In March 2020 we published our sustainability strategy 'Resourceful, Responsible', setting out our goals for 2030.

Our goals are focused on three areas, aligned to the United Nations Sustainable Development Goals (UN SDGs):

**Pillar 1:** Enabling the Circular Economy

**Pillar 2:** Tackling Climate Change

**Pillar 3:** Caring for Our People, Supporting Our Communities

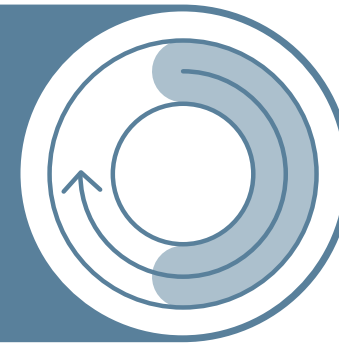
Our sustainability strategy scorecard, opposite, outlines the progress we have made to date against our 2030 targets.

See our full Sustainability Strategy 2020 [here](#).

- On track to meet 2030 target
- At risk of not meeting 2030 target
- It will be very challenging to meet 2030 target

## Pillar 1

### Enabling the circular economy



- Leading on plastics recycling ●
- Investing in Energy Recovery Facilities (ERFs) ●
- Growing business waste recycling collections ●
- Recyclable commodities trading ●
- Supporting customers on sustainable waste management ●

United Nations SDGs



## Pillar 2

### Tackling climate change



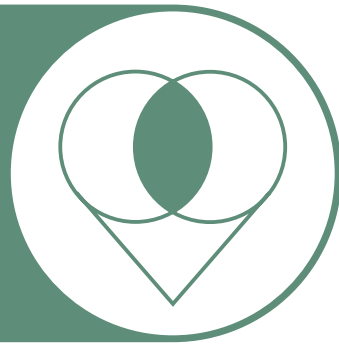
- Reducing our carbon footprint ●
- Greening the collection fleet ●
- Improving collection route efficiencies ●
- Renewable energy purchasing ●
- Investing in solar power development ●

United Nations SDGs



## Pillar 3

### Caring for our people, supporting our communities



- Engaging our employees ●
- Supporting the living wage ●
- Maintaining high Health & Safety standards ●
- Tackling Modern Slavery ●
- Promoting Diversity, Equity & Inclusion ●
- Training staff ●
- Investing in communities ●
- Supporting biodiversity ●

United Nations SDGs



# Navigating policy change



# Policy summaries

**In the past year, we have made real progress in implementing collection and packaging reforms. We're pleased to see more clarity about what a stable policy framework will look like, and to have more detail on timescales. These are significant changes, and this information will allow us to plan how we put the policies into practice.**

## Extended Producer Responsibility for Packaging

In April 2024, new data reporting requirements came into force as part of the UK Packaging Extended Producer Responsibility scheme.

A packaging data portal went live allowing producers and compliance schemes to register and upload their data. The scheme's administrator should be appointed by December 2024 and we expect that producers will be invoiced for EPR fees in October 2026.

## Deposit Return Scheme (DRS)

The UK government and the devolved governments issued a joint policy statement in April 2024.

It confirmed the timescale for implementing DRS across the UK, with a target of October 2027.

The government is progressing with implementation by notifying the World Trade Organisation and the European Union of draft regulations for England and Northern Ireland.

## Welsh Workplace Recycling

The requirements for separate collections of food, paper and card, glass, metal plastics and cartons, unsold textiles and unsold small waste electrical and electronic equipment (sWEEE) came into force in April 2024. This represented a major change for businesses in Wales. To ensure a smooth transition for our customers, Biffa had a project team working for 18 months on the implementation. Our direct communications, webinars and visits to discuss plans helped our customers to implement the new requirements without unnecessary fuss.

## Digital Waste Tracking

The UK government and the devolved administrations are developing a digital waste tracking service, due to go live in April 2025.

We have attended workshops with the government contractors to contribute ideas, advise on practical approaches, shape the development of the system and outline the practical issues associated with implementation.

**Biffa had a project team working for**



**months on the implementation of the Welsh Workplace Recycling**

# Policy summaries

## Simpler Recycling

In October 2023, DEFRA announced their simplified approach to recycling for England. The scheme requires all local authorities to collect:

- Segregated food waste bin (can be collected with garden waste)
- Mixed recycling bag or container
- Residual waste bin

They have promised regulations and statutory guidance for 2024. Implementation for small, medium, and large business premises will be from March 2025 and for households by March 2026. Micro businesses will fall within the requirements from March 2027.



## Case study

### A single-use cups recycling scheme

In January 2024 we launched a nationwide recycling service for hot and cold takeaway drinks cups.

In the UK, we throw away more than 62 million single-use cups every week. Although many contain cardboard that can be easily recycled, millions still end up in general waste.

From October 2025, all businesses with 10 or more full-time staff that sell takeaway drinks in fibre-based single-use cups will have to recycle them by law.

We now offer UK mainland businesses – from cafes and restaurants to service stations and supermarkets – a fully-integrated disposal, collection, and recycling solution for their used cups. We provide all the practical and technical help they need, from advice on compliance to cup disposal points, bags and bins. We then collect, bulk, and bale the cups before transporting them in our own fleet of vehicles to a UK paper mill where they're transformed into new cardboard packaging.

Alongside re-use and surplus redistribution, recycling generally produces fewer carbon emissions than disposal and using virgin material to make new goods from scratch. So it helps in the fight against climate change and preserves valuable natural resources. Our takeaway cup recycling scheme helps businesses act more sustainably by taking part in the circular economy and ensures they're future-proofing for upcoming legislation.



## Case study

### Cardiff University segregated recycling

We are proud to support Cardiff University as they lead the way in aligning with Wales's new recycling regulations by ensuring segregation across their sites.

Since April 2024, the Welsh Government has enforced new Workplace Recycling regulations. They require all businesses to sort their waste for recycling using separate waste containers for collection.

The university wanted to be proactive and make changes ahead of the new rules. They began segregating their waste into tins and cans, paper and cardboard, glass, food, plastics, and general waste. The new bins are designed with clear instructions in words and icons. The bins are all the same across the university to make recycling as simple as possible. As a result, the quality of the recyclate collected has improved.

These new regulations give businesses of all sizes the opportunity to contribute to the circular economy. By segregating recycling items, they can directly support the Welsh Government's goal of eliminating landfill waste by 2050 and improve the quantity and quality of recycling.

# Enabling a circular economy



# Towards a circular economy

**In a circular economy, waste is a resource to be repurposed or transformed back into a raw material. Enabling a circular economy is the greatest contribution that Biffa can make to the transition to a sustainable economy and society.**

In 2024 we have strengthened and broadened our capabilities and capacity through a series of strategic acquisitions such as:

**Hamilton Waste and Recycling Limited (HWR)**, Scotland's leading construction and demolition (C&D) waste collection and processing business. A state-of-the-art, multi-award-winning recycling centre in Smeaton, near Edinburgh, diverts 99% of incoming waste away from landfill, including wood, plasterboard and over 65,000 mattresses a year.

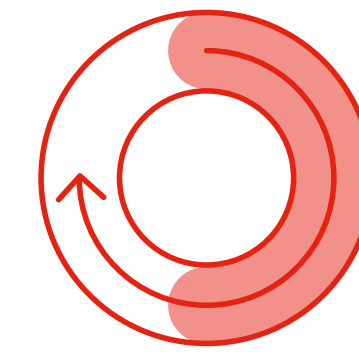
**Eco-Power Green Energy Limited**, which turns non-recyclable household waste into Solid Recovered Fuel (SRF) pellets. They are a high-quality, more sustainable alternative to fossil fuel that can be used for generating heat or electricity.

Our recent growth means we genuinely operate across the entire waste hierarchy – prevention, reduction, recycling, recovery and disposal. By offering our customers end-to-end sustainable waste management and closed-loop solutions, we help them move waste up the hierarchy towards a circular economy. As a result, they bring down

their environmental impact by reducing emissions and minimising their need for virgin material, while also saving money.

Last year we made progress against most of our stretching 2030 targets for building a circular economy. For example, the Protos energy from waste plant, in which Biffa is a cornerstone investor, and is part of the north-west Carbon Capture and Storage cluster, will be one of the first EfWs in the UK to be fitted with CCS technology. The site is also bringing the UK to being closer to the maximum capacity required for EfW plants.

We are also optimistic that the introduction of Simpler Recycling in England will increase the tonnage of business waste we collect for recycling and contribute towards our 2025 target to grow business waste recycling collections. For businesses, it will deliver an England-wide standardisation of materials for collection in recycling streams which will improve recycling rates. It will also make separated food waste collection mandatory, which should decrease contamination of the recycled material.



## 5 Key highlights



Increased polymers recycling capacity to **213,000 tonnes**

**95%**

of plastics collected, recycled in the UK

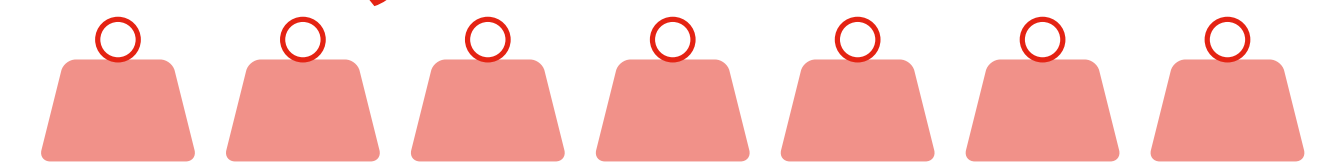


**45,000** tonnes of surplus prevented from becoming waste



Over 107 million products redistributed

**559,000** tonnes of business waste recycled



Our aim to drive down plastics exports was impacted by a weak UK demand for recycled material. It is essential that policy levers such as the Plastic Packaging Tax and Extended Producer Responsibility are used to develop the domestic market for recycled plastic and other materials if the UK is to achieve zero waste exports.

Alongside the initiatives in our sustainability strategy, we are incredibly proud to have also diverted 45,000 tonnes of food and non-food items such as toiletries and clothing into our Company Shop Group redistribution network last year. However, we know there is still much more to be done to minimise waste via redistribution and there is a need for further policy development in this area including mandatory food waste reporting. To achieve the scale of services needed to end good surplus going to waste we would like to work with the Government to ensure that there are no unnecessary barriers to the commercial operation of surplus redistribution.

It is essential that the mix of policy initiatives such as the Plastic Packaging Tax, Extended Producer Responsibility, Landfill Tax, the extension of Emissions Trading Scheme (ETS) to energy from waste facilities, are all used in harmony to end the flatlining in recycling rates. We are committed to advocating for policy measures that will support moving waste up the waste hierarchy.



# 45,000

**tonnes of food and non-food items  
such as toiletries and clothing  
diverted into our Company Shop**



# Our progress to date

Topic	2019 Baseline	Target	Progress to date
Leading on plastics recycling	63kt plastic recycling capacity	<b>2025:</b> Triple plastic recycling capacity <b>2030:</b> Quadruple recycling capacity	We have increased our plastic recycling capacity to 213kt.
Investing in Energy Recovery Facilities (ERFs)	Financial competition of both ERFs	<b>2025:</b> Completion of build and commissioning of two ERFs <b>2030:</b> Both ERF plants optimised and complying with environmental permits	Newhurst ERF was commissions in summer 2023, while Protos ERF is progressing towards planned commercial operation in 2025.
Growing business waste recycling collections	0.5 tonnes business waste collected for recycling	<b>2025:</b> Collect 35% more business waste for recycling <b>2030:</b> Collect 50% more business waste for recycling	Despite policy delays this year we collected 10% more business waste for recycling compared to our baseline. Simpler Recycling implementation in 2025 in England requiring businesses to separate recycling and food waste from general waste will accelerate progress towards our target.
Recyclable commodities trading	90% by weight of the plastics traded	<b>2025:</b> All waste plastics traded from our sorting and transfer stations to be recycled within the UK <b>2030:</b> Maintain 2025 target.	c.95% of the waste plastics Biffa traded was sent to companies within the UK, the remainder was within OECD countries.
Supporting customers on sustainable waste management	Sustainable waste management advice offered where requested.	<b>2025:</b> Provide all waste service customers with sustainable waste advisory services. <b>2030:</b> Maintain 2025 target.	This year 65 customers received packaging and strategic procurement advice from our packaging specialists on how to reduce waste or improve recyclability of their packaging.

# The surplus effect

Reducing the amount of waste created in the first place is vitally important – and often overlooked. We actively work with our customers to help them understand how they can reduce their waste and, where appropriate, redistribute or reuse surplus, helping them to meet their own sustainability goals.

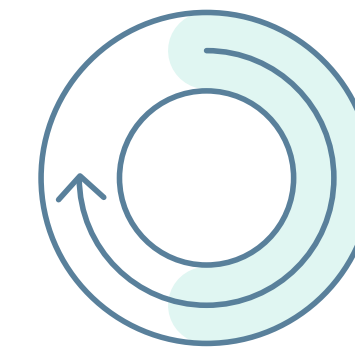
By applying practical solutions that allow surplus foods and household goods to be used, rather than wasted, we create a ripple of possibility through our partners and communities.

Food production and consumption produces 30% of global carbon emissions. This proportion could be far lower if we made the best use of all food suitable for consumption.

Company Shop Group (CSG), part of the Biffa Group, works with partners to identify, capture and redistribute surplus stock. CSG can transport, warehouse and work through batches and, where necessary, repackage, reweigh, relabel and test produce. Over the last year, we have stopped over 45,000 tonnes of food and drinks from going to waste – that's around a 10% increase on the year before!

We're the UK's leading redistributor of surplus stock, with 14 stores nationwide offering a wide variety of items to choose from, including excess stocks, product trials and seasonal lines. CSG offers these redistributed items at discounted prices to members of Company Shop, which includes employees of the NHS and the British Armed Forces.

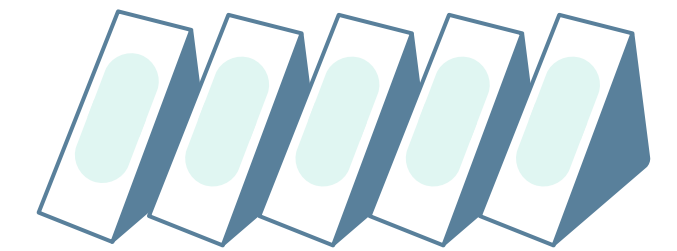
Because we get commercial returns on surplus stock, we also give back to the industry, creating value from goods that would have been lost or wasted. In the past five years we have paid back £157m to industry partners, including £47m this year alone.



## 5 key highlights

107m

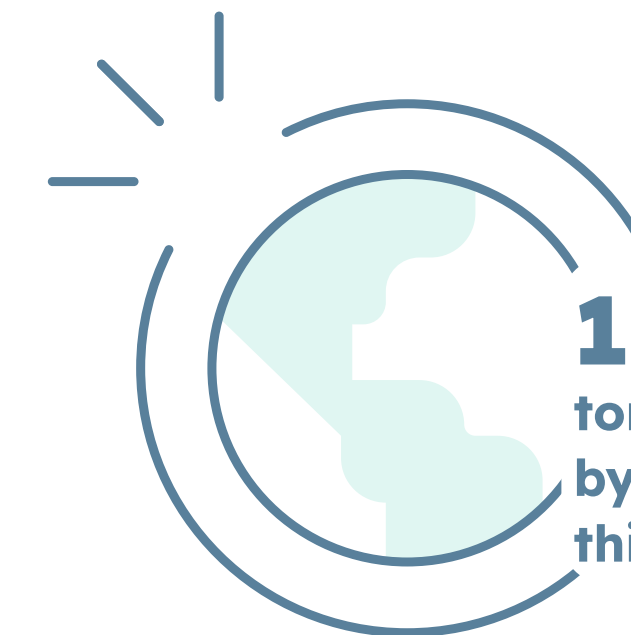
Over 107 million units redistributed



45,000 tonnes of food and drink prevented from becoming waste



20 million items relabelled



122,000 tonnes of CO<sub>2</sub> saved by redistributing this surplus



121 MILLION

saved for our members on their shopping



# M&S

## Case study

### Affordable school uniforms

More of our retail partners are recognising our ability to help solve their surplus problems beyond food, particularly with household goods and clothing.

M&S presented us with a complex logistical challenge - school jumpers in a wide range of colours, styles, and sizes. Our infrastructure and expertise enabled us to find a way to easily redistribute these clothing products.

The solution involved matching the colours of the school uniforms to schools near each of our Community Shops and to sell them in-store at heavily discounted prices.

We also sold some of the stock through our Company Shop stores, with the full proceeds supporting our Community Shops.

The redistribution was a success for all, helping M&S free up their warehouse, and enabling our members to buy high-quality clothing for their kids at excellent prices.



# Plastic recycling

**Biffa Polymers is at the forefront of plastic recycling in the UK, operating multiple state-of-the-art reprocessing facilities.**

We are pioneers of closed-loop plastic recycling, processing over 10 billion items of packaging – bottles, pots, tubs and trays – every year in the UK. Our advanced facilities enable us to give recyclable plastics a new lease of life, contributing to a circular economy that reduces the need for virgin materials.

In April 2023 we acquired North Yorkshire-based Esterpet Ltd, now known as Biffa Sherburn. Biffa Sherburn converts 25,000 tonnes of plastic flake, generated from recycled bottles, into high-purity plastic pellets which are then made into new plastic bottles for drinks, cosmetics, and household goods. The acquisition builds on Biffa's existing strong capabilities, taking our plastic recycling capacity to over 190,000 tonnes.

How packaging is designed can make a crucial difference to how feasible it is to create a closed-loop recycling system. We work with customers to improve the recyclability of packaging by sharing our expertise and partnering in innovative projects. To ensure that investing in increased recycling capacity remains attractive in the UK, it is essential that the government uses policy levers such as the Plastic Packaging Tax to drive demand and innovation.

**KPI:** We have increased our plastic recycling capacity from 63,000 tonnes to 213,000 tonnes since 2019. This means we have met our goal of tripling our plastics by 2025 and are on track to meet our target of quadrupling it by 2030.

**KPI:** Around 95% of the waste plastics Biffa trades from our sorting and transfer facilities is sent to companies within the UK, with the remainder kept within the Organisation for Economic Co-operation and Development (OECD) countries.



## Case study

### Sustainable packaging innovation

Since 2022, we have been a key strategic partner for Zotefoams, supporting them with the testing and development of their innovative packaging material for drink cartons, ReZorce.

This is a novel, foamed HDPE material that can be used in a mono-layered format for aseptic cartons.

ReZorce offers a wonderful opportunity for products such as alternative milk, to avoid multi-layered, difficult-to-recycle packaging and instead use materials that can enter a closed loop system.

Their independent life-cycle analysis also indicated that ReZorce cartons take a fifth of the energy and less than a tenth of the water to produce, fill, and transport, compared to commonly used conventional liquid packaging board (LPB) cartons.

They have half the overall global warming potential (if recycled). Biffa has been providing the recycled HDPE content required for the manufacturing of this packaging, as well advising on the design for optimised recyclability.

ReZorce reached a new, exciting milestone on 15 May 2024, with the commercial launch of their packaging, which is rolling out across SuperUnie stores, one of the largest retailers in the Netherlands. Chris Hanlon, Commercial Director of Biffa Polymers, attended the launch event, joining a panel of esteemed colleagues.



# Consultancy services

**Our consultancy service helps businesses embrace more sustainable packaging materials to increase their recycling rates and reduce carbon emissions.**

Our team draw on the full extent of Biffa's expertise to advise our customers on alternative materials and packaging design, helping increase the volume of packaging on the market that can be truly recycled.

We can develop a full sustainable waste strategy to identify how customers can achieve their sustainability ambitions with reduced waste and increased recycling rates. This includes how to solve difficult issues around hard-to-recycle packaging that cannot ordinarily be put in a standard recycling bin. We can then help customers implement changes by managing a sustainable waste project from end-to-end.

Our transparent reporting allows our customers to track their recycling progress accurately.

Insights into recycling rates, materials recovery and carbon emissions allow them to make informed decisions and continually improve their sustainability performance.

Solutions are very varied, from designing instore bin units to maximise recycling of packaging by consumers to working with partners on revolutionising their packaging choices.

By being an active partner in their sustainability efforts, we contribute to our customers' success and amplify the positive change we can collectively achieve.

**KPI:** Our goal is to drive growth in our recycling services to help customers improve their recycling rates. We are committed to increasing the amount of business waste we collect for recycling by 50% by 2030. We are making steady progress, with 559,000 tonnes of business waste collected for recycling during the year, a 10% increase since our 2019 baseline. We expect progress towards this to accelerate as Simpler Recycling is rolled out to businesses in England.



## WOLSELEY

### Case study

#### Gold standard for packaging

Wolseley UK is a leading supplier of trade-quality products for plumbing, heating and cooling.

With hundreds of thousands of products sold to customers each year, packaging was clearly one of the key areas where Biffa could help them reduce waste, make efficiencies and bring costs down.

Historically, the suppliers of Wolseley's goods across the world would make their own packaging design and specification decisions in real time, before shipping them to the UK for sale. This made it difficult to identify and implement a consistent approach for the materials that become waste once the products are delivered and fitted in customers' homes.

With this challenge in mind, Biffa built a bespoke packaging specification matrix for Wolseley, that set a bronze, silver and gold standard for their entire supply base to follow. The guidelines stipulate the types of materials needed and the ways in which they should best be used, to ensure that 100% of all incoming packaging is eventually recyclable.

Wolseley have targets to reduce their packaging volume year on year, whilst also delivering on their promise to make all packaging 100% recyclable. They will also be able to include more recycled content into the plastic packaging they specify, as suppliers adapt to the UK's Plastic Packaging Tax and evolving EPR requirements.

**“Thanks for Biffa's support on our innovative Gold Standard for Packaging. It's a win for our environment and for our customers”**

**Daniel Camm,**  
Environmental Manager, Wolseley



# KFC

## Case study

### KFC recycling bin development

KFC have bold goals to reduce greenhouse gas emissions by 46% by 2030 and to reach net zero globally by 2050.

In Biffa they have a waste partner ready to support these ambitions. In their shop network, thousands of customers will have 'on the go' food and beverage packaging to dispose of. Historically, food, liquid, and packaging waste would end up mixed in one bin. Consequently, KFC's recycling rate and its customer participation in recycling - one of their key sustainability drivers - was adversely affected by the levels of contamination.

Biffa wanted to support KFC's vision of an innovative new system that would intuitively help their customers segregate different streams effectively and improve its quality as a result. The final design of bin was developed in partnership with Biffa and has now been rolled out to all the Welsh shops as well as a further five in England, with full roll-out to follow.

KFC has seen higher than anticipated customer engagement in those shops that first trialled the new bins in 2023 and expect this to be mirrored across the estate when they're fully implemented. This will improve the yield of all the recyclates now successfully captured, including food, fibre, and hard plastics.

**“The new bin provides the opportunity for customers to engage with recycling, which is a key component of our sustainability strategy. We believe the new bin is clear and bright and we are excited to see customers’ reactions in restaurants.”**

Ruth Edge,  
Head of Sustainability, KFC UKI

Courtesy KFC Corporation. All rights reserved.

# DIAGEO

## Case study

### Paper bottle development

A challenge for global food and beverage companies right now is to understand how new and innovative formats with lower environmental impact aims will react to the waste management system. With that in mind we were able to help Diageo analyse their latest sustainable solutions by supporting trials at our recycling facilities.

Our Material Recovery Facility (MRF) in Teesside played a role in Diageo's paper bottle development. Whilst glass is heavier with a generally higher carbon impact, bottles made of composite paper present some technical challenges – not least of all, in making them recyclable at end of life.

We tested two very different types of paper bottle designs to see if either or both could pass through a UK-wide recycling system and into the right place for onward reprocessing by a standard paper mill. This was the first time anywhere in the UK, that the behaviours of two different paper bottle solutions were tracked in a large working MRF, allowing Diageo to see exactly what the real-world results would look like if these products were sold at scale in the UK.

The outcomes of the trial gave both parties some valuable insight into the systems or design changes needed as further developments of the bottles take shape.

**“As we continue our journey to develop more sustainable packaging formats we will be learning as we go. A partnership with a major recycler, who can help provide us with great insights, is extremely valuable to help us refine and improve our packs as we move forward.”**

**William Connolly,  
Senior Scientist, Diageo**



# Innovating for circularity and sustainability

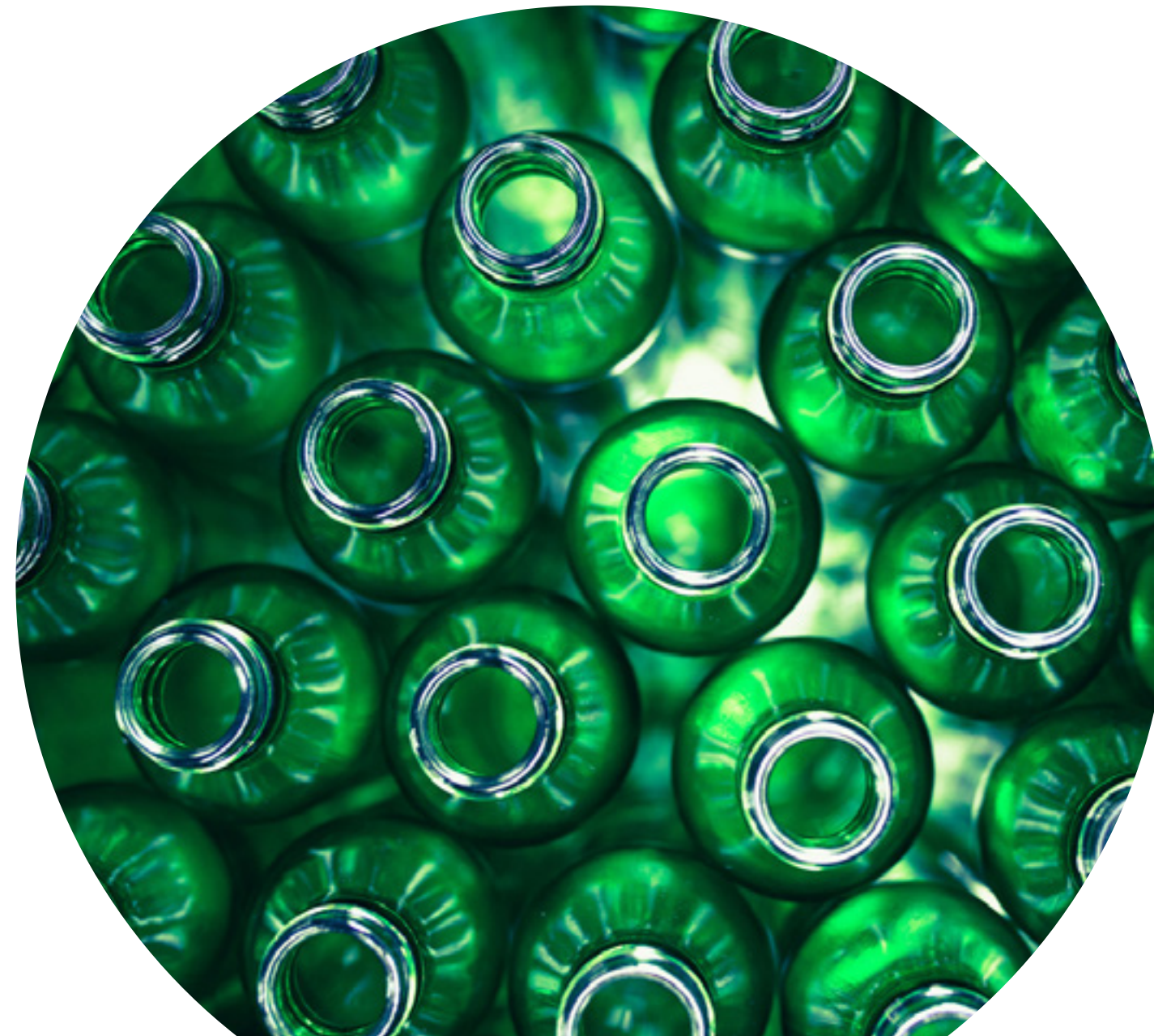
**Biffa has a strong presence across the value chain, from redistribution and manufacturing through collection, sortation and treatment.**

This gives us a unique position to effectively assess the influx of novel, sustainable solutions in the industry, and to support the development of those with genuine potential to move the dial on the circular economy in the UK.

The scale of the climate challenge is immense, and no one company has all the answers. Instead, Biffa works closely with a variety of partners, from start-ups and academic institutions to large corporates to drive innovations forward. We leverage our end-to-end expertise across the circular value chain to provide real-world insight and an environment in which to trial and validate new products, services and systems.

Our support in trialling emerging solutions can help lead to a wider roll-out of innovations that have a positive social and environmental impact which will help the UK on its journey to net zero.

Our innovation efforts focus on enabling solutions in four categories: Novel Collection Models, Hard-to-Recycle Waste, Sustainable Products & Packaging, and Digital & Data-Driven Disruption.



**As we continue to investigate ways to move waste up the waste hierarchy and make progress towards our sustainability goals, reuse and refill is a key area of focus for us.**

We are eager to support the UK's journey towards greater reuse and have been investigating novel collection and sortation models that enable us to scale solutions in this space.

We bring considerable logistics and materials management expertise to partnership projects that are exploring how to establish and scale reuse. Here are some highlights of the year:

- Biffa is a planning partner for the Glasgow Returnable Cups Collaboration led by Reposit, Hubbub and Keep Scotland Beautiful, along with three of the largest coffee chains in the UK. The programme is due to launch later this year and will deliver essential insights about the enablers and barriers to a nationwide reusable coffee cup scheme.

- Biffa partnered with a UK-based start-up on two pilot schemes to explore the feasibility of a hyper-efficient and smart cleaning system for reusable packaging. It would see retailers and manufacturers have the option to buy back their clean packaging for reuse. Biffa's role was to assess the logistics and sortation of the process, and gather key insights, data and learnings on both the challenges and the opportunities.

- Biffa joined Innovate UK's Project TRACE (Technology-enabled Reusable Assets for a Circular Economy) to work in a consortium to investigate how to scale reuse in the UK. The project lead, Pragmatic Semiconductor, provide ultra-low-cost flexible NFC (Near Field Communication) chips that enable item-level digital traceability, helping to ensure the efficient recapture, sorting, cleaning and use of packaging. Innovative technology like this helps to demonstrate the barriers and opportunities for smart reusable packaging at scale.



JOHN LEWIS PARTNERSHIP

## Case study

### Circular wood solutions

We have joined forces with waste wood recycling company Timberpak Ltd to offer a circular recycling scheme for the UK's largest employee-owned business, the John Lewis Partnership.

Timberpak is one of the largest processors of recycled timber in the UK. The material it sources is used by its sister company, EGGER (UK) Ltd, to produce carbon-negative Eurodekor Faced Chipboard for furniture, interior design, and building industries.

As part of the innovative scheme, we will collect and sort wood waste from John Lewis's Milton Keynes facility and transport it to Timberpak's site in Leeds. After being processed it will be turned into Eurodekor Faced Chipboard at EGGER's production site in Northumberland. Containing over 40% recycled wood, this versatile product is used to create kitchen cabinets that will re-enter John Lewis' supply chain, completing the closed-loop cycle.

Timberpak aims to maintain wood waste within the supply chain with the guarantee that nothing goes to landfill. Thanks to Timberpak and EGGER's commitment to make more from recycled wood, less virgin fibre is required to create the finished chipboard product.



The combination of wood ingredients that make Eurodekor Faced Chipboard provides a carbon-negative solution because more carbon is absorbed during the growth of the wood than is required during production.



## Case study

### Hard to recycle waste

We have partnered with Northamptonshire firm Innovate Recycle to create a circular journey for unwanted carpet. We work with Innovate UK to identify where carpet waste is occurring and to collect it so any useful material can be recovered at their facilities.

500,000 tonnes of carpet waste is created in the UK every year - that's roughly the weight of 1,000 fully loaded Airbus A380 aeroplanes. Carpet is historically complicated to recycle as most of it contains blended plastic and wool materials.

Innovate Recycle has developed a circular alternative, deconstructing polypropylene carpet, reclaiming the component parts, and returning them for use in UK manufacturing. This provides a sustainable waste management solution for major industries that produce carpet waste, including retail and domestic fitters.

Due to the mixed materials, much of the UK's unwanted carpet would end up being processed at an Energy Recovery Facility (ERF), or even being sent to landfill. Now, the components of can be transformed into helpful new items for the automotive, injection moulding and 3D printing industries.



# Digital and data driven disruption

**As the industry and stakeholders across the value chain move towards greater traceability of materials and accountability for them, there is a growing demand for the tracking of assets throughout their lifecycle.**

This can be for a variety of reasons, from supporting the reuse and redistribution of items, to meeting consumer demand for more transparent information about the make-up of the products they buy, or even helping brands understand how much of their packaging reaches recycling facilities.

Biffa have been collaborating with several other companies developing innovative tagging technologies, to provide insight into the real-world efficiency and suitability of various applications.

**“We are delighted to be working with RECOUP and Polytag to gather new insights and data about plastic packaging, which will inform strategic decision-making, and shape response to recycling policy in the UK”**

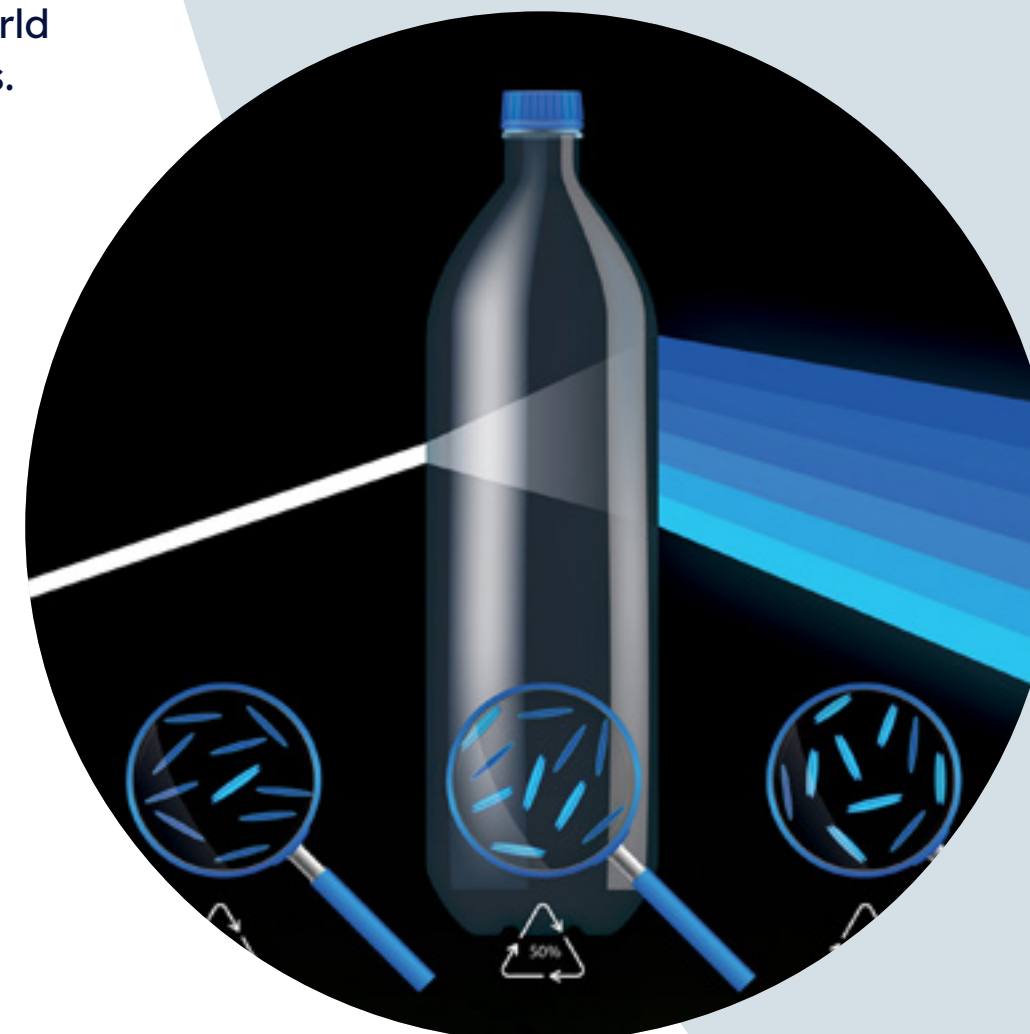
Carla Brian,  
Head of Partnerships, Biffa

## ReCon<sup>2</sup>

**Case study**

### Making our mark in recycled packaging

We provided advisory support to the development of ReCon<sup>2</sup>'s patented fluorescent marking technology for quantifying the amount of post-consumer recycled content in plastic products and packaging. ReCon<sup>2</sup> is a University of Manchester spin-out. In partnership with OPRL, the on-pack recycling label specialists, they have enabled the printing of their Trust Mark scheme on product labels to certify recycled content.



## Polytag

**Case study**

### Pioneering packaging data solutions

In 2023, we partnered with recycling tech pioneer, Polytag, and UK retailers Ocado Retail, Co-op and Aldi, to provide them with never-before-seen packaging lifecycle data. The companies joined forces as part of plastics, resource, efficiency and recycling charity RECOUP's 26-week long 'Bottle to Bottle' project. It was held in conjunction with label printer Interket UK, the UK's largest dairy co-operative Arla Foods, and Müller Milk & Ingredients.

As part of the project, Co-op's water bottles, and Aldi and Ocado's milk bottles were marked with UV 2D tags, printed by Interket UK, and a Polytag UV tag reader was retrofitted onto the plastic conveyor at Biffa's Teesside facility in the northeast of England.

Through monitoring analytics via the Polytag dashboard, their aim is for retailers to be able to access real-time data insights, such as where, when, and how much packaging has been recycled to help optimise sustainability strategies. Solutions like Polytag's could enable the industry to capture real-time data on packaging composition, potentially informing recycling strategy, investment in sorting, recovery equipment, and the onward tracking of materials.

# Energy recovery

**We are committed to waste reduction and recycling for our customers, but we know the technology and systems that will enable a zero-waste future are still many years away. In the meantime, we must consider other options. Energy Recovery Facilities (ERFs) offer a lower-carbon alternative to landfill and contribute to UK energy security.**

We have partnered with established, expert operators to build two ERFs to help the UK manage residual waste sustainably.

Newhurst Energy Recovery Facility (ERF) in Leicestershire, a joint venture between Biffa and Encyclis, started receiving residual waste in October 2022. The plant has treatment capacity for up to 350,000 tonnes of residual waste per year, generating up to 42MW of energy which is enough to power around 80,000 homes. After waste is incinerated, the remaining Incineration Bottom Ash (IBA) is safely removed. Metals are recovered for reuse and the remainder is transformed into aggregate for the construction industry.

Protos ERF facility in Cheshire is the second plant being built as part of the partnership between Biffa and Encyclis. Construction started in December 2020 with the facility planned to be operational in 2025. Protos will process up to 400,000 tonnes of non-recyclable waste and generate up to 49MW of electricity.

There are plans to construct a carbon capture plant at Protos ERF, capable of preventing around 350,000 tonnes of CO<sub>2</sub> from entering the atmosphere every year. That's the equivalent to taking around 200,000 cars off the road. This plant will utilise the planned HyNet pipeline that will transport CO<sub>2</sub> for storage in depleted gas fields in Liverpool Bay.

**KPI:** Newhurst ERF was commissioned in summer 2023, while Protos ERF is progressing towards its planned commercial operation in 2025

**Our Protos ERF plant will create a CO<sub>2</sub> reduction equivalent to taking 200,000 cars off the road every year**

# Tackling climate change



# Our climate change highlights

**We know redistribution, recycling, and recovery are essential to reducing our reliance on virgin materials and achieving more sustainable resource management, however, the processes themselves are also a source of carbon. That's why we are committed to decarbonising our own day-to-day operations**

As a business Biffa has grown revenue 59% since 2018/2019 and 49% since 2019/2020, and during the same period we have cut our Scope 1 and 2 emissions by 37%, keeping us ahead of our 2025 target. This has been achieved with initiatives across all parts of the business through site-level energy audits identifying efficiencies, powering sites by renewable energy and decarbonising our fleet of waste collection vehicles. We have also seen a reduction over time in the volumes of methane we have generated.

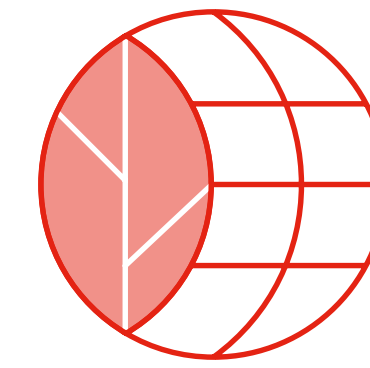
Although we have made good progress on our emissions, some areas such as greening our collection fleet, have remained challenging and therefore

progressed at a slower pace than we would like. The charging infrastructure for electrical HGVs is still not sufficient to be practical for vehicles that service multiple shifts, and there is almost no infrastructure for alternatives such as hydrogen fuel. The lack of infrastructure has also meant the prices of purchasing eHGV and hydrogen vehicles or converting old ones remain uncompetitively high. Hydrotreated Vegetable Oil (HVO) is a flexible interim solution that we are using in some vehicles, but it comes at a 10-15% price premium compared to diesel.

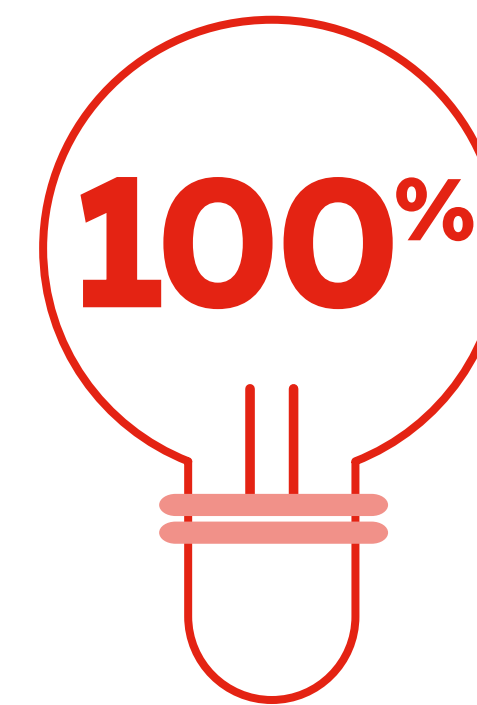
We are optimistic we can hit our 2030 green fleet targets if the Government commits to work with industry at pace to put the frameworks in place to stimulate the grid and charging infrastructure investment needed. Policy levers such as ultra-low emission zones can support favourable market conditions for eHGV adoption.

**By 2050 we aim to become**

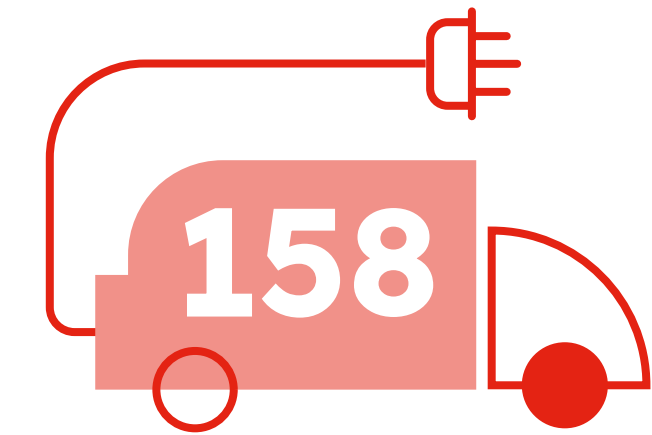
# Net Zero



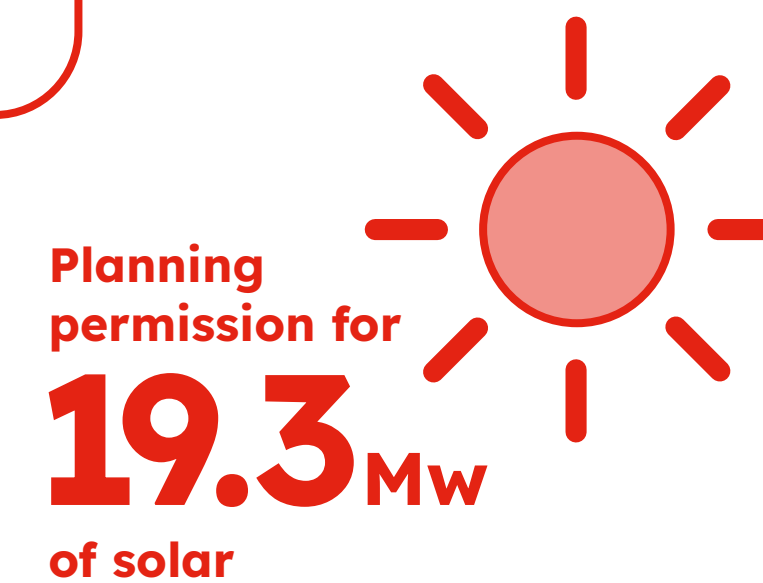
## 5 key highlights



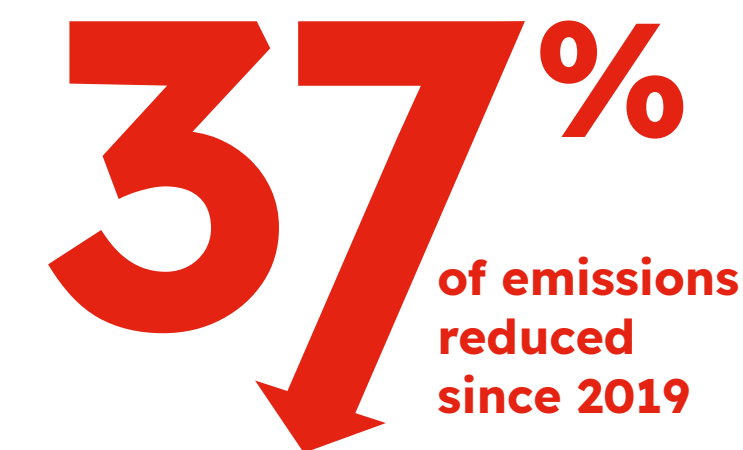
**100%** renewable energy purchased



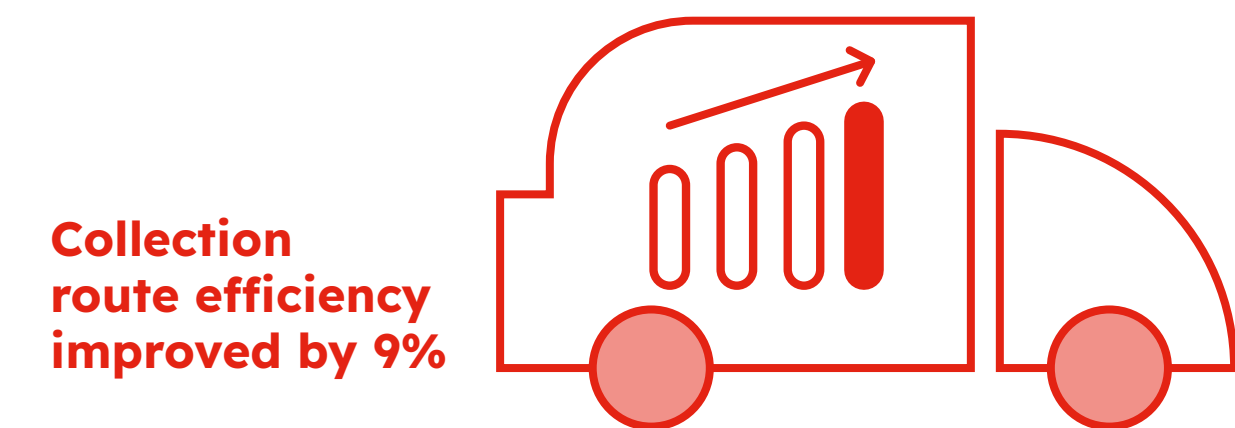
**158** alternative fuelled vehicles added in our fleet



Planning permission for **19.3 Mw** of solar



**37%** of emissions reduced since 2019



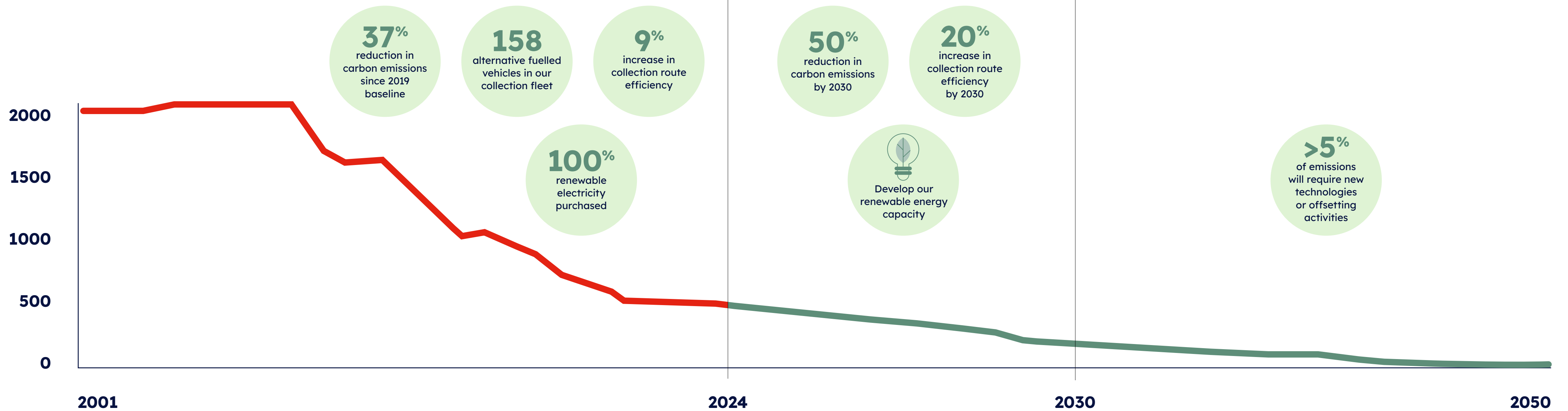
Collection route efficiency improved by **9%**

# The roadmap

## Our journey so far

We launched our sustainability strategy in 2020 which has enabled us to clearly measure our performance against a set of stretching targets for 2030. This includes targets associated with our emissions reduction initiatives.

Meeting these targets while we continue to grow our business is challenging but we are making great progress in delivering these ambitious plans. Our positive progress to date, including reducing our Scope 1 and 2 emissions by over 30% a year ahead of our interim target, means we are on track for 2030 and future net zero.



## By 2030

Our 2030 targets are based on existing technology. This deliverable strategy builds the foundations for our long-term net zero ambitions.

## By 2050

We will continue to invest in new technologies that allow us to move away from the use of fossil fuels. We don't have all the solutions today but we have outlined our broad pathway to net zero.

We recognise that due to legacy emissions from our landfills, carbon offsets and removals are likely to form part of our decarbonisation strategy from 2045 in order to achieve net zero.

# Our progress to date

Topic	2019 Baseline	Target	Progress to date
Reducing our carbon footprint	810,329 tonnes	<b>2025:</b> 30% reduction in carbon emissions <b>2030:</b> 50% reduction in carbon emissions	Our market-based Scope 1 and 2 emissions reduced by 37% compared to our 2019 baseline.
Greening the collection fleet	Trialling electric collection vehicles in Manchester	<b>2025:</b> Introduce 10% non-fossil fuelled collection vehicles, subject to market availability and capability. <b>2030:</b> Cease buying fossil-fuelled RCVs by 2030 and have no fossil-fuelled vehicles by 2040.	We have introduced 158 alternative-fuelled vehicles into our fleet since 2020. We are keen to work with the government to ensure we have the policy and infrastructure framework to meet our 2030 ambition.
Improving collection route efficiencies	0.77 lifts per km	<b>2025:</b> Increase collection route efficiency by 10% <b>2030:</b> Increase collection route efficiency by 20%	Collection route efficiency has increased to 0.84 lifts per km. This is a 9% increase on our baseline.
Renewable energy purchasing	Investigating renewable purchasing options	<b>2025:</b> Buy 100% renewable electricity <b>2030:</b> Maintain 100% renewable electricity	The Biffa tariff powering our sites acquires energy from 100% renewable sources. This excludes landlord-supplied sites and one site which receives power from a neighbouring facility.
Investing in solar power development	Conducting feasibility	<b>2025:</b> Develop 50MW of renewable energy capacity through installation of solar farms on our landfill estate subject to feasibility assessments and approvals. <b>2030:</b> Develop 100MW of renewable energy capacity through installation of solar farms on our landfill estate subject to feasibility assessments and approvals.	Planning permission has been granted for four locations, totally 19.3MW. Discussion are progressing to get the first two of these developments started.  Our solar capacity is running below our 2025 target due to increased due diligence to establish and manage impact on biodiversity on chosen sites and market conditions altering investment decisions.

# Our emissions targets progress

**We have seen a reduction in our market-based Scope 1 and 2 carbon emissions of 37% compared to our 2019 baseline. If we normalise this data, the carbon footprint for each £1m of revenue has decreased by 60% against the baseline year.**

This has been achieved through the continued improvement of our landfill gas capture, and efficiency gains within our operations. We have removed 68 diesel Refuse Collection Vehicles (RCVs) to date as a result of our acquisitions. Since the launch of our sustainability strategy, we have improved route efficiency saving over 2,900 tCO<sub>2</sub>e per year.

Our Computer Aided Facilities Management System has been in place for the full year and has allowed us to develop regional networks, reducing the mileage travelled for reactive maintenance at our sites. We also operate a rolling upgrade programme of energy efficiency improvements across our sites, including a new insulated roof at our Head Office. Together, these actions have resulted in a saving of over 25.5 tCO<sub>2</sub>e.

Within the over-all 37% reduction in Scope 1 and 2 emissions there was a small increase in Scope 2 emissions that was driven by the commissioning of new facilities including those in our polymers division to expand our recycling capacity.

During the year, we had our near-term Scope 1, 2, and 3 emissions targets validated by the Science Based Targets initiative (SBTi). As part of this we also set a supplier engagement target. As a result, 27.6% of our suppliers by emissions – covering purchased goods and services, upstream and downstream transportation, and waste generated in operations – will have their own science-based targets by 2027. We believe working collaboratively and offering support to our suppliers is essential if we are to achieve our ambitions of decarbonising our value chain.

In 2024, we held our first Supplier Sustainability Engagement Day for our top suppliers by emissions. We learned about their efforts to cut carbon emissions and discussed the challenges and opportunities in reporting emissions and setting targets. By setting out our expectations of suppliers, highlighting the benefits of sustainability and sharing our experience of achieving science-based targets, we hope to increase the number of suppliers that monitor,

measure, and report on their emissions and environmental impact.

We have also supported our SME suppliers with a digital sustainability platform, to help our customers and suppliers save on energy usage.

Most SMEs understand the need to take positive steps towards climate action but may not have the time, money, or knowledge to make headway when it comes to calculating their emissions. Our platform helps calculate and understand carbon emissions, to build an achievable plan to lower them and to reduce the amount spent on energy.

We believe working collaboratively with our suppliers is essential if we want to decarbonise our value chain. Through supplier engagement we can encourage greater efficiency, transparency, and resiliency.

**KPI:** Reducing our carbon footprint: We have reduced our market-based Scope 1 and 2 emissions by 37% compared to our 2019 baseline. We are on track to meet our 50% reduction target by 2030.





## Case study

### The road to reduced emissions

When tyres reach the end of their life, the most common approach is to simply replace them with new ones. But the manufacture of new tyres has a large environmental impact, and used tyres are hard to recycle.

Vaculug provides Biffa with a premium tyre management service that helps reduce the amount of time the vehicle is off the road and proactively reduces tyre waste by extending the life of our tyres through retreading. This service, which offers a combination of technology-driven efficiencies, aligns with our sustainability goals, and can help to reduce costs.

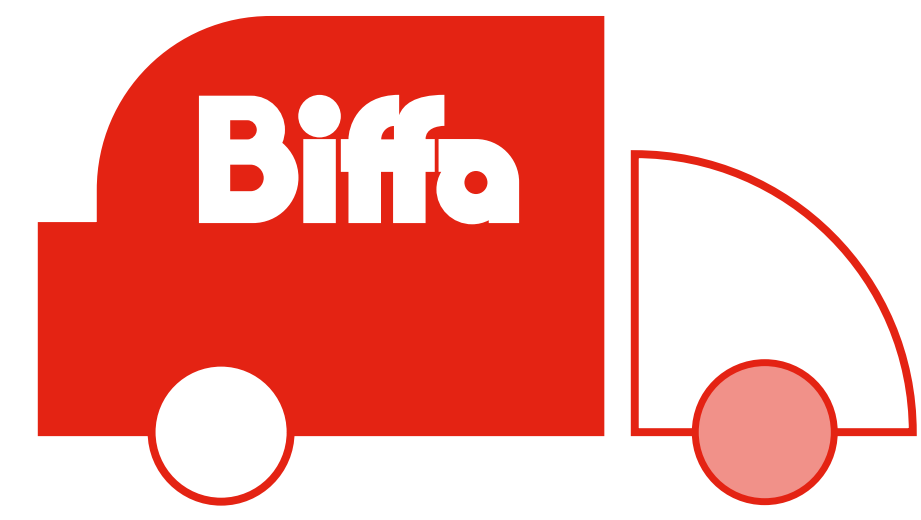
Vaculug's state-of-the-art machinery and expert technicians allow them to produce retreads which meet and exceed industry standards. Each retreaded tyre goes through rigorous quality checks to ensure that we are confidently extending the lifespan of our truck tyres without compromising on safety or efficiency.

Vaculug use real-time information to measure and drive continued performance.

Not only does the retreading process save costs, it also significantly reduces the environmental impact compared to manufacturing new tyres. Every tyre removed that cannot be put back in service gets recycled.

In 2023, by purchasing Vaculug retreads, we were able to save:

- Oil - 432,956 litres
- Rubber - 191,010 kg
- Steel - 382,020 kg
- CO<sub>2</sub> - 382,020 kg



In 2023, we saved over

# 382,000

KGs of CO<sub>2</sub> with Valulug retreads

# Our emissions targets progress

UK Greenhouse gas (GHG) emissions from: (in tonnes CO <sub>2</sub> e*)	2023/24	2022/23	2021/22
Scope 1**	492,834	539,985	583,872
Scope 2 (market-based)**	16,786	15,641	16,079
Scope 2 (location-based)**	31,463	27,408	30,320
Total Scope 1 and 2 emissions (market-based)**	509,619	555,625	569,631
Total Scope 1 and 2 emissions (location-based)**	524,297	567,393	583,872
Scope 1 and 2 (market-based) intensity ratio – tCO <sub>2</sub> e per £m revenue	294	330	395
Scope 1 and 2 (location-based) intensity ratio – tCO <sub>2</sub> e per £m revenue	303	337	405
Scope 1 and 2 (market-based) intensity ratio – tCO <sub>2</sub> e per employee	46.63	51.45	58.46
Scope 1 and 2 (location-based) intensity ratio – tCO <sub>2</sub> e per employee	47.97	52.54	59.92
Total Scope 3	844,749	926,194	905,594

Due to an update in methane emissions factors which exceeded the threshold set out in our emissions recalculation policy, we have recalculated all prior year Scope 1 emissions to account for the change.

Due to an investment in Scope 3, category 15 becoming operational, our threshold for Scope 3 emissions recalculation was exceeded. Prior year emissions, including our 2022 baseline, have been recalculated to account for this change.

\*Carbon dioxide equivalent (CO<sub>2</sub>e) is a standard unit in carbon accounting to quantify greenhouse gas emissions, emissions reductions and carbon credits.

\*\* Limited assurance provided by Bureau Veritas. The independent assurance statement can be viewed at: [https://www.biffa.co.uk/-/media/project/biffa-sites/biffa/pdfs/sustainability-strategy/2024/assurance-statement-biffa-waste-services-limited\\_issued.pdf](https://www.biffa.co.uk/-/media/project/biffa-sites/biffa/pdfs/sustainability-strategy/2024/assurance-statement-biffa-waste-services-limited_issued.pdf)



# Our energy usage

**We recognise that the processes required to turn waste into valued resources and help reduce our reliance on fossil fuels can be energy intensive. To minimise the impact of these essential processes, our Biffa electricity tariff acquires energy from 100% renewable sources. We are also continually looking to make our operations as efficient as possible and reduce the intensity of our electricity usage.**

During the year, we have undertaken Energy Saving Opportunity Scheme audits across our portfolio. These audits provide energy efficiency recommendations tailored to our organisation. We are required to set targets or develop an action plan by December 2024 and report on progress on an annual basis.

**KPI:** The Biffa tariff powering our sites acquires energy from 100% renewable sources. This excludes landlord-supplied sites and one site which receives its power from a neighbouring facility.

## Case study

### Energy audits to drive efficiency

Our Resource & Energy (R&E) division accounts for 80% of Biffa's annual energy consumption. To undertake more effective measures to reduce energy consumption, we first need to understand the energy usage and existing infrastructure on our sites.

Each site in the R&E division has undertaken an energy audit, in addition to our Energy Saving Opportunity Scheme (ESOS) requirements. Using this, we have given our sites an energy efficiency score and created an intensity metric value.

Each site has been provided with the audit report, scoring and interventions, which when implemented, will lead to improved efficiency. We plan to carry out the audits annually so we can track improvements. Renewable energy, along with reduced and more efficient energy use, is key to helping tackle climate change.



**diesel vehicles removed from our fleet,  
saving over 2,900 tCO<sub>2</sub>e per year**

# Efficient and low carbon collections

**Transportation and logistics are an essential part of our service. We have built the largest, most efficient Industrial & Commercial (I&C) collection platform in the UK, which allows us to service 95% of UK postcodes.**

Our acquisitions have helped us to improve our collection route density through route optimisation and fleet consolidation. These actions help unlock significant emissions savings and traffic benefits. Since the launch of our sustainability strategy in 2020, our programme of Mergers & Acquisitions has allowed us to remove 68 diesel vehicles from our fleet, saving over 2,900 tCO<sub>2</sub>e per year.

We work with our customers to understand how we can provide a more efficient and lower-carbon collection service that will help reduce their Scope 3 emissions and contribute to our own net zero journey. One way we have achieved this is to look at how we can reduce the frequency of scheduled services. Not only does this help our customers, it also brings us reciprocal benefits as it helps us improve collection route efficiency.

During the year, we have opened new facilities in Coventry and Welham Green enabling a 'hub and spoke' operations model. This allows us to do a smaller number of large journeys, helping to reduce waste transport miles and carbon emissions. Our new facility at Coventry has helped the NEC Group save 26,255 waste-related miles during the year.

**KPI:** Our collection route efficiency has increased to 0.84 lifts per km. This is a 9% increase on our baseline (0.77 lifts per km) demonstrating substantial progress towards our target of 10% increase in lifts per km by 2025.



## GREENE KING

### Case study

#### Working towards a Greene future

In 2023, Greene King set near-term emission goals in line with Science Based Targets initiative (SBTi) to halve their absolute Scope 1, 2, and 3 greenhouse gas emissions by 50% by 2030. SWRnewstar, part of the Biffa Group, are Greene King's chosen waste management partner and are committed to supporting Greene King to achieve this.

First, we focused on the emissions created by the collection and transportation of waste generated at Greene King sites by initiating a project that reduced scheduled waste collections. Specifically, we initiated a project to reduce scheduled waste collections from across the estate, removing indirect GHG emissions from Greene King's supply chain. The project targeted sites that had sufficient space to 'double up' waste containers in order to enable a 50% reduction in scheduled collections. This meant there was no change to waste volumes or operational impact.

We identified 88 sites that had sufficient space to accommodate additional containers. With the new service implemented in July 2023, these sites removed 3,000 waste collections a year across the Greene King estate. These changes led to a mileage reduction of c.45,800, saving over 24,500 litres of diesel which delivered a 66 tCO<sub>2</sub>e reduction. Biffa also felt the benefit as the project supported our target to increase collection route efficiency by 20% by 2030.

“SWRnewstar's dedication to understanding our unique challenges and delivering tailored solutions has optimised our waste management processes, proving crucial in our journey towards a more sustainable supply chain. Their expertise and collaborative approach make them an invaluable partner in Greene King's pursuit of a greener future in the UK hospitality industry.”

**“The collaboration with SWRnewstar is pivotal in achieving our supply chain targets. Their innovative waste management solutions resulted in a significant 66-tonne CO<sub>2</sub>e reduction, showcasing the power of strategic partnerships.”**

Daniel Stretton,  
Senior Supply Chain Manager





## the nec group

### Case study

#### A carbon cutting partnership

Our new waste transfer station in Coventry, which allows waste to be loaded into larger vehicles for transport to a final destination, is helping the UK's leading live events business accelerate its carbon savings in 2024.

With our neighbouring Coventry site now acting as the primary transfer station for all NEC Group waste collections, including the NEC and Resorts World Arena venues, we are helping the NEC Group to save 26,255 waste-related miles this year and 274 tCO<sub>2</sub>e in the process. These carbon emission savings equate to the charging of 33 million mobile phones.

Working in partnership with leading international facilities service specialist OCS, the savings will be achieved by using fewer vehicles to travel even fewer miles and deliver higher compaction rates.

By scheduling collections supported by the wider fleet and using higher specification packer technology to drive time and volume efficiencies, the partnership supports the NEC Group's ambitions to make its waste management practices more environmentally friendly and achieve net zero by 2040.

"It's fantastic that we are further strengthening our partnership with OCS and Biffa by utilising the newest Biffa Waste Management site in Coventry."

**"We are very proud that our waste practices are not only thoughtful and sustainable, but also reducing vehicle miles more than ever before."**

Steve Cartmell,  
Group FM Contract Support Manager  
at the NEC Group

# Our alternative fuels strategy

**We now have 158 alternative fuelled vehicles in our waste collections fleet, including our first electric skip loader on the Isle of Wight.**

We remain committed to moving our collections fleet away from diesel towards alternative fuels but continue to face significant challenges, particularly for the large vehicles. These include supply of materials and parts, innovation in technology, infrastructure investment and the development of a viable cost-effective model of ownership. We continue to engage with our value chain to explore and trial a range of options and new technologies.

These challenges mean we have not made the full progress in financial year 2024 we would have liked, so we have marked the KPI as having the potential to miss our 2030 target. To meet that target, we call on the new government to urgently prioritise the infrastructure needed for large vehicles to operate on electric or hydrogen engines.

We also ask that they look urgently at the levers they can use to drive the procurement of green-fuelled waste management services. Sustainably sourced Hydrotreated Vegetable Oil (HVO) has potential as an interim substitute for diesel while electric or hydrogen infrastructure matures.

HVO offers a much lower CO<sub>2</sub> emissions rate than diesel but still emits particulates at a similar rate. Many vehicles can now easily use it, but it is much more expensive than diesel. This could be partly remedied by reducing fuel duty on HVO.

The technology and charging infrastructure for smaller electric vehicles such as vans and cars is more established. We have a strong focus on electrifying these smaller vehicles and by default all diesel vans are

replaced by electric models. Replacing our diesel vans with electric models will save on average over 5 tCO<sub>2</sub>e per van each year.

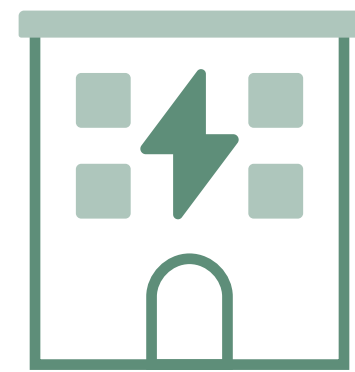
We have saved 879 tCO<sub>2</sub>e across our company car fleet following the introduction of our new company car scheme in September 2023. This is a reduction of over 56% compared to the previous year, and was achieved by the roll-out of electric and plug-in hybrid cars. To support our employees in this change, we have 165 charge point sockets across our portfolio with more to be installed in the coming year.

**KPI:** We have made progress towards our 2025 target to introduce 10% non fossil-fuelled collection vehicles, introducing 158 alternative-fuelled vehicles into our fleet since 2020. We are keen to work with the government to ensure we have the policy and infrastructure framework to meet our 2030 ambition.



# Our energy generation

As a business, we are a net exporter of electricity. This means that we generate and supply the grid with more electricity than we use in our own operations. In 2023, we used 118GWh of electricity in our own operations and generated 329GWh in total.



**40**GWh  
of electricity  
generated at our  
Anaerobic Digestion  
(AD) facilities

## Anaerobic Digestion

Anaerobic Digestion (AD) is the breakdown of organic matter in the absence of oxygen by micro-organisms called methanogens. Biogas, in the form of methane, is generated and captured at our AD plants, which recycle and process food and other organic wastes. We use this methane to generate electricity to either power our facilities or export to the national grid. During the year, we generated over 40GWh of electricity from our Anaerobic Digestion (AD) facilities.



Methane utilised to  
generate enough  
power for  
**20,000**  
homes last year

## Landfill Gas

Methane captured from landfill operations can also be used to generate electricity. In compliance with our licences and permits, we line and cap our landfill sites to manage contaminated water (leachate) and landfill gas, which mainly comprises methane. When landfill gas arises in sufficient volumes, it is channelled via pipe networks to on-site gas utilisation plants. There we use it to generate electricity, which is supplied to the national grid. In the last year, we captured over 75,000 tonnes of methane for utilisation in our gas plants, which equates to 282GWh of electricity, enough to power over 20,000 homes for a year.

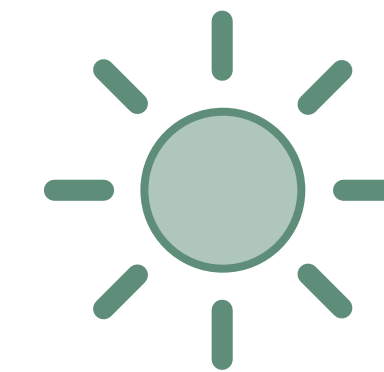


**252**GWh  
of energy recovered

## Energy Recovery

Energy recovery from waste is the process of generating energy in the form of electricity and/or steam from the combustion of non-recyclable residual waste. It diverts residual waste from landfill, reducing methane emissions. Newhurst Energy Recovery Facility (ERF) in Leicestershire is built on a foundation partnership between Biffa and Encyclis and started receiving residual waste in October 2022. During the year it has generated 252GWh of power.

Once operational, a second plant being built as part of the partnership between Biffa and Encyclis will process up to 400,000 tonnes of non-recyclable waste and generate up to 49MW of electricity.



**351**MWh  
of solar power  
generated last year

## Solar

Planning permissions have been gained for four solar developments at Skelton Grange, Risley, Westmill, and Ugley Landfill Sites giving a projected generation of 19.3MW in total. We currently have solar PV installed on roofs at several sites. During financial year 2024, these generated 351MWh of electricity.

**KPI:** Solar – progress has been made towards the KPI target with four planning permissions granted, totalling 19.3MW. Discussions are progressing to get the first two of these developments started.

**Caring for  
our people  
supporting  
our communities**



# Our communities and our people

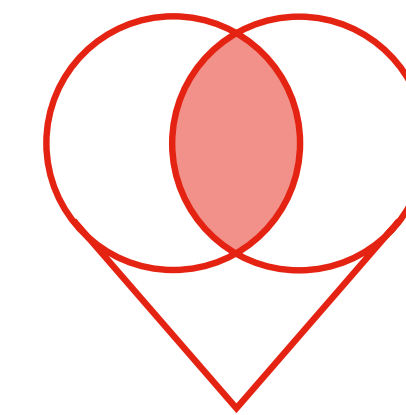
**We care about the health, safety, and wellbeing of our employees. We work hard to create a culture and an environment that enables everyone to thrive, working together safely and effectively to contribute to the growth of the organisation.**

Our people strategy strives to create a fair and inclusive culture that champions excellence, values people, and builds pride, enabling our workforce to thrive. Our priorities focus on attracting diverse talent from the communities in which we work, providing an inclusive working environment, effective leadership, employee engagement and an employment proposition that is attractive in the market.

In FY2024 we introduced Best Companies as our method to measure employee engagement. We gained our one-star accreditation which is a great achievement for a company of the size and complexity of Biffa. Engagement is particularly important as we operate in a high-risk industry – keeping our people and the public safe is a major priority across all our business plans. Our key metric that we report on is our Lost Time Injury (LTI) rate. In the past year, we have reduced LTIs to 0.29 from 0.32 in the previous year. This gets us one step closer to our 2030 target: to have reduced our LTI rate by 50% from our 2019 baseline.

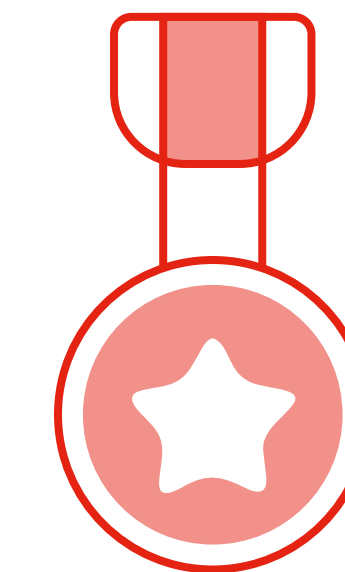
As a business with national scale, we operate in many communities across the UK. We take our responsibility to those communities seriously and ensure our activities deliver local social value. We bring opportunities to communities where we can for example, Community Shop provides communities with dignified access to affordable food and the opportunity to unlock the skills and confidence of people to help them into employment.

Our Biffa Awards programme provides game changing funding to communities to improve their local environment or community facilities. In FY 2024 we implemented the use of the Loop social value calculator to more accurately track and measure this contribution to our communities. In FY 2025 we hope that it will be fully embedded and will provide an accurate baseline year for us to report our progress in the future.

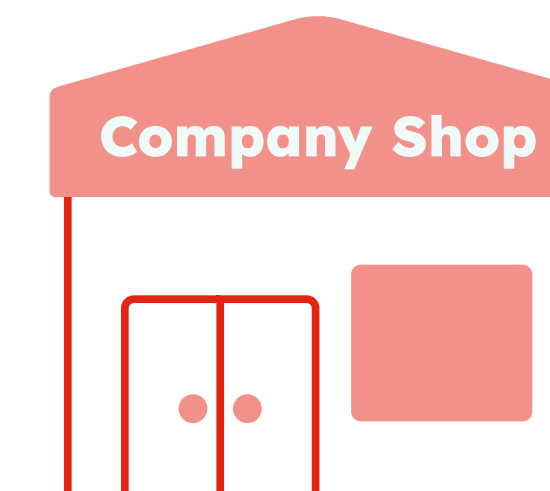


## 4 key highlights

Lost time injury rate decreased to 0.29



Received a One Star accreditation in our first ever Best Companies survey in 2024, in which over 7000 colleagues participated



Over **39,000**

Company Shop members have been supported by our Community Hubs during the year



**685** Progress Academy participants in full or part time employment

# Our progress to date

Topic	2019 Baseline	Target	Progress to date
Engaging our employees	N/A	<p><b>2025:</b> To be a top quartile business for employee engagement. To be externally recognised as an exemplary employer</p> <p><b>2030:</b> Maintain status as consistent top quartile business for employee engagement</p>	We are a 'Best Company to work for' in the UK with a one-star accreditation.
Supporting the living wage	72% of employees currently paid on or above Living Wage Foundation Rates	<p><b>2025:</b> Employees to be paid according to Living Foundation rates, where possible*. All new Local Authority tenders to encourage and propose Living Wage. *unless not supported by LA Clients for long term contracts</p> <p><b>2030:</b> Create a Living Wage workplace and be a member of the Living Wage Foundation</p>	We are committed to being a Foundation Living Wage employer by 2025. We continue to make progress towards this target.
Maintaining high health and safety standards	0.27 Lost Time Injury Rate in FY18	<p><b>2025:</b> 25% reduction in Lost Time Injury (LTI) rate</p> <p><b>2030:</b> 50% reduction in LTI rate</p>	In the past year we have reduced LTIs to 0.29 from 0.32. Whilst the reduction is welcome it is up from our 2018 baseline year and will be a key focus for this year to hit our 2025 target.
Tackling modern slavery	Slave-Free Alliance threat assessment completed and policies and processes in place	<p><b>2025:</b> Maintain zero tolerance on Modern Slavery and be acknowledged market leader in anti-slavery practices within the UK Waste sector.</p> <p><b>2030:</b> Maintain zero tolerance on Modern Slavery and be acknowledged market leader in anti-slavery practices, engaging and collaborating to positively impact practices beyond our industry.</p>	We continue to maintain zero tolerance and be an acknowledged market leader in anti-slavery practices within the UK Waste sector.
Promoting diversity and inclusion	Diversity, Respect and Inclusion Strategy created and communicated	<p><b>2025:</b> Increase the diversity of the workforce including a higher percentage of women in senior management roles</p> <p><b>2030:</b> Create an inclusive culture by promoting inclusive leadership behaviours with the ambition of creating a representative workforce</p>	On International Women's Day 2023, we communicated our aspiration that 50% of all new hires and promotions into leadership and management positions would be women. We have achieved 42%, a 1% increase on last year.
Training staff	Employees received 2.05 training interventions on average in FY21	<p><b>2025:</b> Increase number of training interventions per employee by 30%</p> <p><b>2030:</b> Double the number of training interventions per employee*</p>	This year we have increased the number of training interventions to 6.34 per employee.
Investing in communities	£3 million delivered to local community and UK partnership scheme projects through Biffa Award in FY19	<p><b>2025:</b> £15 million delivered to local community and UK partnership scheme projects through Biffa Award.</p> <p><b>2030:</b> £25 million delivered to local community and UK partnership scheme projects through Biffa Award.</p>	Since 2019, Biffa Award has awarded grants totalling more than £27m to projects across the UK, with over £4.6m awarded this year.
Supporting biodiversity	Review current biodiversity based landfill restoration	<p><b>2025:</b> Manage 20% of estate for biodiversity</p> <p><b>2030:</b> Manage 30% of estate for biodiversity</p>	Over 32% of our landfill portfolio is currently managed for biodiversity.

# Supporting our communities

**Company Shop Group, which is part of the Biffa group, combines a commercial food and goods redistribution model with Community Shop, an award-winning, not-for-profit social enterprise.**

Community Shop originated in South Yorkshire with the aim of delivering affordable, dignified and sustainable food for individuals and families living on the edge of food poverty.

A decade on, Community Shop is generating positive, lasting change in 12 of the UK's most deprived communities. By providing thousands of people with access to high-quality, low-cost food, and life-changing personal development support, Community Shop is building stronger individuals and more confident communities.

During the year, Community Shop has delivered over 174,000 personal development programmes, with over 2,000 new skills and qualifications achieved. This has helped over 2,500 people return to work.



## Community Shop

### Case study

#### Tackling food poverty

Community Shop has launched a new 'On the Go' service to help us reach even more people and help tackle food poverty.

A new van, donated by Ocado, has allowed us to provide a mobile version of Community Shop to six of the most deprived communities across South Yorkshire. Families can visit the fully stocked mobile shop and put together a shopping basket of healthy, staple foods and household products for as little as £3.

We will also be rolling out food education services, helping more people to learn about healthy, affordable and sustainable eating to deliver longer-term impact for communities.

On the Go ran as a pilot programme last year with more than 11,000 products redistributed. Funding from Barnsley Metropolitan Borough Council has enabled us to expand the service so it will reach an additional 10,000 families this year.

# Community kitchens and hubs

**Our Community Kitchens provide a welcoming space for people to meet and eat delicious, healthy meals cooked by our Community Kitchen chefs, at discounted prices. The Community Kitchens also run Cook Clubs to teach people how to cook.**

During the last year, our Community Kitchens have provided over 800,000 free meals for children. Our Community Hubs are situated in the heart of our communities and offer life-changing training and personal development to build stronger and more confident individuals, helping them overcome barriers in their lives. During the last year, Community Hubs have supported over 39,000 members.



## Community Shop

### Case study

#### Serving up a decade of meaningful meals

Community Shop, the UK's first social supermarket chain, celebrated its first decade of transforming lives through surplus food this year.

Over the last ten years, Community Shop has supported 61,498 families, created the equivalent of more than 30.4 million meals and saved its members – who receive welfare support – a collective £51.7m on their shopping. More than 200 industry partners have played a significant role through generous funding and surplus stock donations.

Within its Community Hubs, it has delivered 174,548 personal development programmes, working closely with more than 800 local partners.

As a result, 2,453 members have gained new skills and qualifications, and 2,510 members have returned to work. In the Community Kitchens, alongside being a place to learn new cooking skills and build relationships with food, 809,157 children have eaten for free, and more than 10,000 Christmas dinners have been served, bringing communities together.

In conjunction with its parent organisation, Company Shop Group, Community Shop has used its 10th anniversary year to share its expertise and learnings with the sector as it leads the way in transforming and reframing the way food aid is accessed and delivered for the better.

# Helping people into employment

**We look to bring opportunities to communities where we can, including building the work skills and confidence of young or more marginalised people to help them into employment.**



## **Case study**

### **Helping marginalised people into employment**

Our teams in West Sussex have been working with local organisations to help marginalised people into employment.

The WorkAid Team, which is part of the Aldingbourne Trust, offers work experience placements at our facilities in West Sussex. WorkAid supports people with learning disabilities and/or autism to reach their potential across West Sussex. The people they support can increase skills, get exposure to great opportunities, and have the opportunity to contribute to their own community. During the year, the sites have provided three work experience placements with many more in the pipeline. Participants are then encouraged to sign up with the agency and apply for paid roles at our sites. So far, the scheme is proving to be highly successful.

We have also developed a relationship with HMP Ford who advertise our roles and recommend suitable candidates. Having a job on release helps to support people leaving prison to rebuild their lives, reducing the chances of reoffending. We have recently welcomed an ex-offender into a Weighbridge Operator position at one of our transfer stations in West Sussex and have further interviews booked for other roles in the region.



## **Case study**

### **Empowering young people through the Progress Academy**

We look to bring opportunities to communities where we can, including building the work skills and confidence of young or more marginalised people to help them into employment.

Community Shop has partnered with Complete Skills Solutions to offer a series of new, short courses through our Progress Academy. Those looking to move into employment can enrol on to Learn to Earn, connecting learners to jobs via short, sector-specific courses.

Each course is designed to help boost confidence, skills and knowledge as well as allowing attendees to gain qualifications. The first sessions were piloted in Liverpool, with more rolled out across our sites in the northwest during the year. In total, 685 members have moved into full or part-time employment through our Progress Academies.

# Educating future generations

**Young people of today will be the innovators, leaders and consumers of the future. We are helping to build more sustainable and resourceful communities as well as promote careers within the waste industry as exciting and rewarding.**

During the year, our teams have helped educate communities through our 'No Time to Waste' workshops, attended careers fairs, supported school and community eco-days and litter picks, and welcomed schools and community groups to visit our facilities. Together, these actions help us to change the way people think about waste.

We also help to highlight the potential for careers within the waste industry through our partnership with Starpack Schools and our work supporting university students on exciting, innovative projects.



**“Our collaboration with Biffa has proven immensely valuable, as it brings industry expertise and real-world experience directly into our classrooms”**

**Arvind Batra,  
Personal Development Programme Manager,  
Four Stones Multi Academy Trust**



## Bring our world into the classroom

We are delighted to partner with the Institute of Materials, Minerals and Mining's Starpack Schools competition for 2024. This is an exciting opportunity for learners aged 9 to 17, designed to encourage young people to consider the important role played by packaging and materials.

In celebration of Science Week 2024, we attended the Four Stones Multi Academy Trust in Worcestershire to share our knowledge of sustainable resource management and introduce the competition to over 1000 pupils across their three schools.

“Working alongside Biffa has been instrumental in bringing our curriculum to life. As a trust, we aim to bridge the gap between classroom learning and real-world applications. The Biffa project illustrated how scientific principles come alive within sustainable resource management and recycling and packaging, offering examples that resonate with our students.

Participating in the Starpack Schools 2024 competition provided our students with additional avenues to delve into the subject matter independently, encouraging them to investigate their own habits through research.”



## Breaking down barriers to waste management

We partnered with Alliance Manchester Business School to offer students the opportunity to apply their skills to a real-life consultancy project. The aim of the project was to consider the barriers for students in terms of waste management and make recommendations to reduce them.

Manchester hosts one of the largest student populations in Europe, with more than 70,000 in the city. Each year, issues arise in the student areas with bin contamination, wheelie bins being left out on the street, fly tipping and general issues with waste. At the end of the academic year, when students move out of university accommodation, there are issues of excess waste being abandoned in alleyways, on streets, in front gardens and around clothing bins.

The aim of the project was to research the key waste management issues in the areas in which students live and put forward recommendations to tackle them. During the project, the students interviewed Biffa's subject-matter experts and other stakeholders. At the end of the project, students presented their findings and recommendations to us and we will look to implement their ideas in the future.

# Investing in communities



We are proudly collaborating with WasteAid, a charity dedicated to transforming waste management globally. Now in our fifth year of partnership, we are making significant strides in supporting waste management projects worldwide.

WasteAid, an independent charity founded by waste management professionals, works to provide practical and affordable solutions to communities in low-income countries. Together, we are tackling the detrimental effects of untreated waste on the environment and public health, particularly in areas lacking proper infrastructure.

Our support helps WasteAid expand its reach and effectiveness. Through fundraising initiatives like skydives, mountain climbs, and endurance races, Biffa employees are contributing to our goal of raising £25,000 over the coming months. To develop and deepen the relationship, three Biffa colleagues recently visited The Gambia to witness WasteAid's impactful work first-hand.

**KPI:** Since 1997, Biffa Award has awarded grants totalling more than £27m to community and environmental projects across the UK, with over £4.6m awarded this year.

At Biffa, we are committed to making a difference beyond waste collection and disposal. By partnering with WasteAid, we are working towards a world where waste is managed responsibly, communities thrive, and environments are safeguarded for future generations.



Biffa Award is a multi-million-pound Landfill Communities fund, managed by Royal Society of Wildlife Trusts, which utilises landfill tax credits contributed by Biffa. The scheme is regulated by ENTRUST and managed according to Government regulations.





## Case study

### Planting an environmental legacy

2023 saw Biffa Award celebrate its 25th year of funding vital community and biodiversity projects. In celebration of this landmark event, we offered a one-off grant of up to £2.5 million to deliver an exciting project which would have an impact for at least another 25 years. Wiltshire Wildlife Trust successfully secured this grant for its Wonderful Woodlands of Wiltshire project. The project has purchased nearly 72 hectares of ancient woodland and is restoring it to a fully functioning ecosystem. We are really excited to see the positive effect and lasting legacy that this project will have.

# 25

**years of investment  
in community and  
biodiversity projects**

# Biodiversity

**Human activities such as intensive farming and destruction of habitats for urbanisation have caused a decrease in biodiversity, in the UK and well as globally.**

At Biffa, we recognise that biodiversity is critical to human survival and that we need to support a natural world so that it can thrive and be full of variety. We have set a target to manage at least 30% of our estate for biodiversity. Our large portfolio of land (about 5,000 acres) offers dedicated space for habitats, giving species a space to thrive.



## Case study

### Creating a buzz in the community

Each year, wild insect species, including bees, pollinate millions of pounds' worth of crops across the UK as well as our wild trees and flowers that support other insects, birds and mammals.

These biodiversity helpers are in decline, and this is expected to continue with the increased use of pesticides and habitat destruction. Over the past 80 years, the UK has lost 97% of wildflower habitats, increasing the distance that bees must travel to collect pollen, forage and shelter.

We launched our Biffa Bees campaign in 2019 to raise awareness of our pollinator friends – and show how we can help them. It is also a great way for our sites to get involved with the local community.

In 2023, we distributed over 18,000 seed packets and more than 350 apple trees to our sites and local community groups. Since launching in 2019, we have distributed over 56,000 packets of seeds and 35,000 bulbs.

**KPI:** Over 32% of our landfill portfolio is currently managed for biodiversity.



# Caring for our people

## Employee wellbeing

The waste management sector can be a challenging working environment and we do everything we can to support the physical and mental health of our people. We continue to encourage our colleagues to consider and look after their health and have implemented several tools to help them.

During 2023 we took a colleague-centric approach to our wellbeing communications, hearing from our colleagues about their experiences as well as focusing on topics people told us were important to them. Key communications and campaigns have included male health, sleep, mental health, and keeping active.

We have built on our firmly established health and wellbeing approach and introduced a new two-year strategy at the start of 2024. By combining insights from a wide range of health and wellbeing metrics, alongside the key focus areas identified by best practice, we have developed our four strategic health and wellbeing priorities for 2024-26. These priority areas are health management, mental health, enabling health and wellbeing, and health and wellbeing governance.

We have continued to implement and promote a range of support mechanisms, including increasing our team of Mental Health First Aiders and our Employee Assistance Programme. We have also introduced a manager training programme (LEAD) which incorporates good mental health and wider health management.

## Fair employment

We are committed to ensuring our employees are valued and paid fairly. Our people strategy aims to support the attraction and retention of people to our business as well as ensuring fair and equitable practices. Our robust, structured approach to pay supports pay parity.

Our industry-leading family-friendly policies are designed to help provide support and flexibility, allowing colleagues to do their job while balancing family life. Policies we have in place include our Flexible Working Policy, Menopause Policy, Sabbatical Policy, Retirement Policy, Volunteering Policy, and Maternity Policy.

**KPI:** We are committed to being a Foundation Living Wage employer by 2025. We continue to make progress towards this target.

# Employee engagement

**We want our employees to be engaged with their work and their workplace. We have more than doubled our employee engagement score over the last 12 years, but there is still more we can do. We have several mechanisms for our employees to tell us how they are feeling about life at Biffa, including our engagement survey and employee forums.**

Our group-wide annual engagement survey, Biffa Buzz, allows employees to give their honest views. The feedback is used to develop action plans across the business with progress reported back to employees. This year, we ran an additional, interim survey called Biffa Buzz Bitesize to see how we are doing in areas that are important to us, namely: Health & Safety, Wellbeing & Diversity, and Equity & Inclusion. We saw increases in all three areas.

**KPI:** We aspire to be in the top quartile of companies for employee engagement. For the first time in 2024, we will be conducting the Best Companies engagement survey, which will enable us to better compare ourselves to other well-known brands.



## **Case study**

### **Biffa's BIG meet up: Fostering collaboration and engagement**

At Biffa, we believe in the power of collaboration and feedback to drive positive change. That is why we have established the Biffa Involvement Group (BIG), an employee forum where colleagues from all corners of our organisation come together to share ideas and provide feedback on a variety of topics.

BIG meet-ups are held twice a year, serving as invaluable opportunities for colleagues to connect, exchange ideas, and stay informed about company-wide developments.

Reflecting on his experience at the recent BIG event, Andy Tapp, Site Manager, and member of the BIG Crew, shared his enthusiasm: "Importantly, and I don't think this can be overstated, it was once again brilliant to be given an update from the senior team and to be able to feed back in the breakout sessions. It's always interesting to hear the challenges faced by colleagues in different parts of Biffa and hopefully contribute in a small way."

# Employee development

**Our employees provide unrivalled end-to-end waste and recycling solutions for thousands of businesses and millions of households each day. Our goal is to retain and attract talented employees by empowering colleagues to develop their skills and knowledge.**

**KPI:** Our target is to double training interventions per employee by 2030. This year we have increased the number of training interventions to 6.34 per employee from our baseline of 2.02 in 2019.



## Case study

### Lead, Engage and Develop (LEAD)

We want every team and individual in the business to realise their potential and we know that managers play a central role in making this happen.

Our LEAD course is offered to all managers throughout Biffa. The course supports people in their management role and helps them progress their careers.

It defines consistent management practice throughout the business and enables managers to create happier, resilient teams, where people feel secure to be themselves at work and perform at their best. During the year, over 650 managers have signed up for the course with over 300 completing all the modules before the end of the year.

We have partnered with the Chartered Institute of Personnel and Development (CIPD) to achieve full endorsement of the management development course.

“I am particularly proud that LEAD, developed by Biffa’s in-house Learning and Organisational Development team, is the first general leadership programme to be endorsed by the CIPD. Managers are clear about what is expected of them and are supported to become more effective.”

**“It has been well worth the time and investment to get this right.”**

**Michael Topham,  
Chief Executive Officer, Biffa**

# Diversity, equity, and inclusion (DE&I)

**Our DE&I strategy is underpinned by our values and is key to our desire to provide an inclusive environment where all our colleagues can thrive. We believe our differences make us stronger as an organisation and continue to aspire to greater gender and ethnic diversity, especially at senior levels.**

We have established Employee Resource Groups, such as our Women in Waste Group, #Pause (Menopause) Group and our Pride (LGBTQIA+) Group to help us understand and remove any barriers to progression.

During the year we delivered training to Leaders and Managers focusing on understanding diversity, equity and inclusion, especially unconscious bias and micro behaviours, and the impact they can have. We also extended our DE&I training to front-line employees which included our 'We Are Biffa' DE&I video. We encourage our employees to learn more about the diverse nature of their colleagues and celebrate events from our DE&I calendar.

On International Women's Day 2023, we communicated our aspiration that 50% of all new hires and promotions into leadership and management positions would be women.

As of 31st March 2024, we achieved 42%, a 1% increase on last year, and because of our female retention within this population, the net change was 52%. We also saw, through our internal recruitment team, a high percentage of females being shortlisted (36%), interviewed (41%), and hired (49%). We have seen year-on-year increases in our DE&I engagement survey index, reaching 81% in 2024, a three-point improvement on 2023.

We know that not all brains think or feel in the same way. It is estimated that around 1 in 7 people are neurodivergent. Whether people are neurotypical or neurodivergent, they should be treated equitably.

We used Neurodiversity Celebration Week 2024 to increase awareness and understanding of the neurodivergent community and highlight the many skills and talents they have. Our Neurodiversity webinar was well attended and gave managers insight into how we can support and empower individuals.

**KPI:** The waste management sector is traditionally a male-dominated industry. Across the Biffa Group, the workforce comprises 20% female and 80% male employees. The percentage of females in our Group Executive Team is 42.9%.



**net increase in women hired and promoted into leadership and management positions**



## Case study

### Championing women at Biffa

Our Women in Waste group was established in 2020 and has over 300 members.

Last year, we set out our DE&I aspirations, from wanting to appoint 50% of women into management and leadership roles to continuing to support and develop women across Biffa. Here is how we are getting on:

- Of the management and leadership appointments and promotions made in the last year to date, 42% were female.
- We shared top tips with hiring managers on the recruitment process, such as diverse shortlists and inclusive interview questions.
- We updated our website so it reflects our gender diversity.

In addition, we held our first in-person conference. Colleagues heard from members of our executive team and thought-provoking external speakers about inspiring females and role models that shaped their careers.

Round-table discussions included what our employees want to get out of the Women in Waste group, what they think perceptions of women working in the waste industry are, the barriers to inclusion for women at Biffa, what works well and what needs to improve.

Since then, we have also partnered with Everywoman to invest in a digital personal development platform, the Everywoman Network, which has been offered to all colleagues across Biffa regardless of gender. Separate from our existing learning and development resources, the Everywoman platform contains a wealth of self-development resources, advice and inspiration.

On International Women's Day, we embraced the theme of #InspireInclusion to catch up with some of the incredible women across Biffa. They shared what drew them to the waste industry and talked about how we can make sure everyone feels included. Encouragingly, it has been one of our most successful campaigns internally in 2024.

# Modern day slavery (MDS)

At Biffa, we have a zero-tolerance approach to Modern Day Slavery (MDS) of any kind. Our strategy to tackling MDS is made up of three strands:

## Raising Awareness

We are committed to stamping out modern day slavery in our organisation and communities. We continue to champion internal and external campaigns promoting awareness of this important global issue across our business, supply chains and wider industry.

## Strengthening our Response to the Threat

We are vigilant in our practices and policies to identify and proactively deal with any suspected issues within our organisation or supply chain. We strive to continuously improve and are not complacent to the realities of guarding against MDS.

**KPI:** Maintain zero tolerance and be an acknowledged market leader in anti-slavery practices within the UK Waste sector.

## Remediation and Survivors Support

Remediation can be a key part of preventing re-exploitation, empowering victim identification and for survivors to receive the rehabilitative care and restitution they need. We have expanded our support of survivors by working with experienced partners to provide an appropriate, survivor centred, remediation offering.



# Health and safety

**We operate in a high-risk industry and are focused on keeping our people and the public safe. Effective leadership and risk management plays an essential role in this, with training and initiatives to empower our people to stay safer together in the workplace and on the road.**

Our health and safety (H&S) goal is to continually reduce the likelihood and severity of workplace harm. We measure success by tracking Lost Time Injury Frequency Rates (LTIFR) and Lost Time Injury Severity Rates.

We use our annual Balanced Business Plan to ensure that at group level, and in each of our major operating divisions, we prioritise health, and safety & wellbeing with a combination of leading initiatives and targets.

Our Occupational Health & Safety management system is externally certified as being in full compliance with the international standard, ISO45001. Also, our Resources & Energy division is rated 5 stars by the British Safety Council.

We work with an external accreditation scheme, Safe Contractor, to ensure our health and safety procedures meet the highest standards and are consistently applied across our business. We only work with suppliers who also have this accreditation, or similar, in place.

We recognise the impact our operations have on the public and we work with other organisations to deliver improvements felt across the industry.

Most notably, this is reflected in the work we are doing to reduce the likelihood of members of the public being injured should they seek refuge in one of our waste containers (known as People in Bins).

We collaborate with the industry through our membership of the Environmental Services Association (ESA) H&S Committee. Our Group Health & Safety Director is also chair of the ESA H&S Strategy Group and a member of the Waste Industry Safety & Health (WISH) Forum, helping to raise standards across the sector. Biffa has specifically contributed to the development of H&S guidance and best practice around containment walls and vehicle and pedestrian interface.

We adopt a strategic partnering approach with our supply chain. An example includes working with our managed service provider to continually improve our inductions and training, including providing the resources in several languages. We also have a strategic Personal Protective Equipment (PPE) working group that reviews and improves existing PPE offerings, while also considering new innovations and more environmentally friendly alternatives.

## Highlights for the year

- We have launched a new system, EcoOnline, for the recording and investigation of hazards, near misses, and injuries. Rollout of EcoOnline began in March 2024.
- Over the last two years, the business has introduced TOPSET as the methodology used for incident investigations, with 565 managers, supervisors, and others trained during this period.
- We have rolled out our Field of Vision awareness videos to operators and pedestrians at our sites.

**Our Resources & Energy division is rated**



**by the British Safety Council**

**565**

**colleagues participated in our TOPSET incident investigation training**

**KPI:** Time Injury (LTI) rate. In the past year we have reduced LTIs to 0.29 from 0.32. This gets us one step closer to our 2030 target to have reduced our LTI rate by 50% from our 2019 baseline.



## Safer together essentials

In late 2023, we moved to the next stage of our Safer Together campaign and started the rollout of the Safer Together Essentials. They are not a new set of rules, controls or a safe system of work. Simply put, they are the things we can do to keep ourselves and others safe. What we can expect from our colleagues on a day-to-day basis, and what they can expect from us. Whether we are leaders, managers, supervisors or on the front line, the Safer Together Essentials protect us all. They are the basics of good Health & Safety, and they are essential at Biffa, wherever we work, whatever job we do.

In 2023, we won the Best Internal Communications Strategy at the HR Excellence Awards, and Best Campaign at the Simply Communicate Awards for our innovative approach to Health & Safety communications. The campaign was also awarded Silver for Best Internal Comms for the Energy and Waste Sector and Bronze for the Best Use of Storytelling at the Communicate Magazine Internal Communications and Engagement Awards 2024.

## EcoOnline

As part of our ongoing digital transformation, we have introduced EcoOnline, the class-leading online platform for managing risk and health and safety across the business.

Modules such as event tracking, incident reporting, risk assessment and audit management will help us achieve our mission: to continually reduce the likelihood and severity of workplace harm. The system will be available on people's hand-held devices and mobile phones and can be used by everyone, from front-line operatives right through to the executive team. The platform makes it even easier to report hazards, near misses and incidents and will present the information accurately and quickly. It gives us an immediacy we did not have before, and a much greater insight into what is going on in the business. Turning that information into predictive data will help us make informed decisions.

**“EcoOnline is a real game-changer. It will revolutionise the way we manage risk across the business and follows the launch of our Safer Together programme in 2020 that centres on an interdependent approach, working collectively to ensure the safety of our people and those we work with”**

Gary Carvell,  
Group Health & Safety Director



## Case study

### Field of vision

Achieving excellent safety performance means working with and for each other every day.

We have released two new awareness videos to bring to life what our mobile plant drivers and pedestrians can do to keep each other safe on our sites. This awareness initiative allows our colleagues to put themselves in the driver's seat as well as walk in the shoes of a pedestrian when working at or visiting our sites.

The Field of Vision videos and supporting Toolbox Talks are being used to support inductions and increase risk awareness. They target the key messages to our mobile plant operators, and employees and visitors who are pedestrians at our sites.

A man with glasses and a dark blue Biffa uniform is sitting in a control room. He is smiling and looking towards the camera. Behind him are several computer monitors displaying various technical diagrams, graphs, and data. One prominent monitor shows a diagram with the text "Vortex Flow Failed Engine 1 Has Stop ON Alarm" and "Light Fraction Beside Office". Another monitor shows a grid of security camera feeds. The room is dimly lit, with the primary light source being the screens. A red curved line is drawn across the top of the image, starting from the man's head and extending to the right.

# Appendices

# Accreditations



## CDP (formerly known as Carbon Disclosure Project)

CDP is a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts.

By responding to CDP, we are demonstrating to our key stakeholders that we are committed to managing our environmental impacts, minimising risks and maximising business opportunities. In 2023 we were awarded a B, an improvement from B - the prior year.



## Carbon Saver Gold

The Carbon Saver Standard rewards organisations for reducing carbon emissions each year. It also provides an independent, third-party verification of carbon footprint.

Biffa has achieved Carbon Saver Gold for the last 14 years which demonstrates our achievement to date in reducing our emissions. We still have some way to go in cutting our emissions to net zero by 2050, however we're pleased to be recognised by this Government approved accreditation.



## Ecovadis

EcoVadis is a trusted sustainability ratings provider to global supply chains. We scored 55/100 in the latest survey.



## Science Based Targets initiative

The Science Based Targets initiative has validated that the science-based greenhouse gas emissions reductions target(s) submitted by Biffa conform with the SBTi Criteria and Recommendations (Criteria version 5.0). SBTi has classified Biffa's company's scope 1 and 2 target ambition as in line with a 1.5°C trajectory.



## ISO 9001

The ISO9001 accreditation is the international standard that specifies requirements for a quality management system.

Our ISO9001 accreditation allows us to demonstrate our ability to provide services that meet customer and regulatory requirements.

## ISO 14001

ISO14001 is the international standard for environmental management systems (EMS) and the most widely used EMS in the world.

Our ISO14001 certification allows us to demonstrate our commitment to minimising our overall environmental impacts to our stakeholders.

## ISO 27001

ISO27001 is the international standard for information security and sets the specification for an information security management system.

Our ISO27001 certification demonstrates our best practice approach to information security.

## ISO 45001

The ISO45001 is the international standard for management systems of occupational health and safety.

Our ISO45001 accreditation demonstrates our commitment to mitigating occupational health and safety hazards and preventing injuries within the workplace.

# Assurance statement

Bureau Veritas UK Limited has been engaged by Biffa to provide limited assurance of selected sustainability data to be reported in its 2024 Sustainability Report. The objective is to provide assurance to Biffa and its stakeholders over the accuracy and reliability of the reported information and data. This Assurance Statement applies to the related information included within the scope of work described below, for the period 1 April 2023 to 31 March 2024:

- Leading on Waste Plastic Recycling: Plastic recycling capability ('000 tonnes)
- Direct (Scope 1) GHG emissions (tCO<sub>2</sub>e)
- Indirect (Scope 2) GHG emissions (location-based) (tCO<sub>2</sub>e)
- Indirect (Scope 2) GHG emissions (market-based) (tCO<sub>2</sub>e)

On the basis of the methodology and activities described above, Bureau Veritas concludes that there is no evidence to suggest that the data presented here is not materially correct and a fair representation of Biffa's sustainability performance.

A full verification statement including methodology, limitations and exclusions and the reporting criteria can be found on the Biffa website.

# Performance data

Health and Safety	FY24	FY23	FY22
Lost Time Injury rate (excl CSG)	0.29	0.32	0.39
Number of incidents involving a road registered vehicle <sup>1</sup>	2383	2711	2516
% of workers covered by an occupational health and safety management system	100	100	100
Work Force Data	FY24	FY23	FY22
Number of employees	10747	10800	10060
Total employees by employment contract - Permanent (female)	1446	2044	1987
Total employees by employment contract - Permanent (male)	7945	8529	8170
Total employees by employment contract - Temporary (female)	28	84	56
Total employees by employment contract - Temporary (male)	47	143	115
Total employees by employment type - Full-time (female)	1543	1460	1423
Total employees by employment type - Full-time (male)	8088	8360	7935
Total employees by employment type - Part-time (female)	635	668	620
Total employees by employment type - Part-time (male)	320	312	350
% of women amongst all employees	20.6	20	20
% of women on the Board	14.29	25	42.86
% of women in the Group Executive Team	42.86	44	33.33
Attrition rate <sup>2</sup> %	26.5	27.2	32.5
Training interventions per employee	6.34	5.95	4.35
% of employees covered by collective bargaining exc. CSG	c.60	c.55	c.55
% of employees who have completed anti-corruption training	93%	NA	NA
% of employees who have completed Modern Day Slavery training	92%	NA	NA
No. of work stoppages due to strikes	0	3	0
No. of total days idle due to strikes	0	6	0
% of workers paid at or above Real Living Wage incl CSG	91.67	96	-

Operational/Service Data	FY24	FY23	FY22
Total amount of products redistributed by CSG (mTpa)	0.45	0.41	0.035
Total amount of waste collected (mTpa)	4.21	4.11	4.05
Total amount of waste collected - Industrial and Commercial (mTpa)	2.52	2.7	2.4
Total amount of waste collected - Municipal (mTpa)	1.52	1.27	1.49
Total amount of waste collected - Specialist Services (mTpa)	0.043	0.042	0.036
Total amount of waste collected - Resources and Energy (mTpa)	0.125	0.12	0.12
Total amount of waste processed (mTpa)	3.75	4.05	3.93
Amount of material processed for recycling (mTpa)	0.53	0.53	0.46
Amount of organic material processed (mTpa)	0.53	0.52	0.5
Amount of material RDF produced (Kt)	280	481	446
Amount of electronic waste collected (t)	1412	1802	1822
No. of Municipal greenwaste customers	69455	70890	69635
No. of Industrial and Commercial customers	105514	102962	95908
No. of Specialist Services customers	c.3885	c.1100	c.976
Frontline collection fleet size	3879	3495	3186
% of alternative fuelled collection vehicles	4.1	3.33	1.9
Total no. of operational sites	252	TBC	247
No. of operational landfills	8	8	8
No. of transfer stations	55	56	50
No. of MRF's / PRF's / Polymer facilities	12	11	11
No. of composting facilities / AD	11	11	11
No. of formal complaints about customer privacy	0	0	0

# Performance data

Environmental Data	FY24	FY23	FY22
Total scope 1 emissions (tCO <sub>2</sub> e)	492834	539984	553552
Total scope 2 emissions (tCO <sub>2</sub> e - market based <sup>3</sup> )	16786	15641	16079
Total scope 2 emissions (tCO <sub>2</sub> e - location based)	31463	27408	30320
Total scope 1 and 2 emissions (tCO <sub>2</sub> e - market based <sup>3</sup> )	509619	555625	569631
Total scope 1 and 2 emissions (tCO <sub>2</sub> e - location based)	524297	567393	583872
Total scope 1 and 2 emissions (tCO <sub>2</sub> e) per £m revenue (market based <sup>3</sup> )	294	330	395
Total scope 1 and 2 emissions (tCO <sub>2</sub> e) per £m revenue (location based)	303	337	405
Total scope 1 and 2 emissions intensity ratio per FTE (tCO <sub>2</sub> e - market based <sup>3</sup> )	46.63	51.45	58.46
Total scope 1 and 2 emissions intensity ratio per FTE (tCO <sub>2</sub> e - location based)	47.97	52.54	59.92
Total scope 3 emissions (tCO <sub>2</sub> e)	844749	666065	622120
Total scope 3 biogenic emissions (tCO <sub>2</sub> e)	33561	38950	36716
Total energy consumption (kWh)	712074974	720841318	689940587
Purchased electricity (kWh)	112709980	108628860	108025000
Purchased renewable energy consumption (kWh)	82273695.7	77243172	75641831
Self-supplied renewable electricity (kWh)	26703799	33101886	34769481
Total generation (GWh)	329	349	383
Carbon benefit (Kt CO <sub>2</sub> e)	68	72	81
Compliance Assessment Report Risk category 1 non-compliance (major impact)	0	0	0
Compliance Assessment Report Risk category 2 non-compliance (significant impact)	1	4	4
Compliance Assessment Report Risk category 3 non-compliance (minor impact)	80	88	91
% of land holding managed for biodiversity	32	32	31
Total waste generated from our own operations (tonnes)	86913	91960	38200
Total waste diverted from landfill that has arisen from our own operations (tonnes)	51713	82213	36755

1. Biffa operate a large fleet of vehicles so this number is not disproportionate to the types of business the Group operate. It should also be noted that many of these do not occur on the public highway

2. Attrition is calculated as leavers/average monthly headcount across the Group (excluding CSG)

3. Market-based data collated from 2021. Prior to this location-based has been used as a proxy for market-based



# Biffa

Keep up to date with Biffa's  
progress, and find out how  
we can help you at

**[biffa.co.uk](http://biffa.co.uk)**