



# Gender Pay Gap Report 2025



# Welcome to Biffa's 2025 UK Gender Pay Gap Report

In this report, we share how we are working to build a workforce that reflects the diversity of the communities we serve and the steps we are taking to create an inclusive environment for all colleagues.

Our latest Gender Pay Gap results show continued progress, supported by the positive impact of our wider Diversity, Equity & Inclusion (DE&I) initiatives.

We are proud of the progress achieved so far and remain committed to building on this momentum. This report sets out the actions we have taken and the plans we have in place to deliver on our long-term goals and unlock the potential of every individual across our organisation.

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





## The journey so far

Since introducing Gender Pay reporting in 2017, we have focused on tackling the challenges of pay equality and improving representation across our UK workforce. Over the years, we've taken meaningful steps forward and are encouraged by the positive impact these actions have delivered. Our year-on-year results show a clear upward trend, alongside progress toward our broader representation goals.

As an organisation, we remain committed to driving lasting change. Our Diversity, Equity & Inclusion objectives guide us in addressing the opportunities highlighted by our Gender Pay analysis. We are confident that continued focus will help us build a fairer, more inclusive future for all colleagues across Biffa.

# Gender pay at Biffa 2025

These figures provide an overview of gender pay across our UK organisation in 2025.

Gender pay gap reporting compares the average (mean and median) pay of men and women across the business. Pay levels vary by role, with higher-graded positions typically attracting higher salaries, and roles requiring specialist skills often commanding premium rates due to market demand.

A gender pay gap can occur when the proportion of men and women at different levels is uneven. It's important to distinguish this from equal pay, which refers to paying men and women the same for identical or equivalent roles. We are confident that our pay gap does not result from unequal pay for comparable jobs. Instead, the figures reflect a gender imbalance at senior levels—an area we remain focused on improving.

**Biffa Group Mean  
Gender Pay Gap 2025:**

**-4.1%**  
(-3.4% in 2024)

**Biffa Group Median  
Gender Pay Gap 2025:**

**8.7%**  
(10.2% in 2024)

The negative mean gender pay gap, demonstrates that, on average, women earn slightly more than men across the Group. Conversely, the positive median gap indicates that the midpoint female employee earns less than the midpoint male employee. These variations are attributable to workforce composition rather than disparities in pay for equivalent roles.

Consistent with previous years, men remain predominantly represented in frontline operational positions, which typically attract lower pay, while women are more prevalent in higher-paid professional and managerial roles. We will continue to monitor gender representation across all levels of the organisation, ensuring adherence to fair pay practices and promoting balanced representation throughout the business.



# Quartile splits

Pay quartiles divide the workforce into four equal-sized groups based on hourly pay.

Overall workforce composition is **79.1% male** and **20.9% female**.

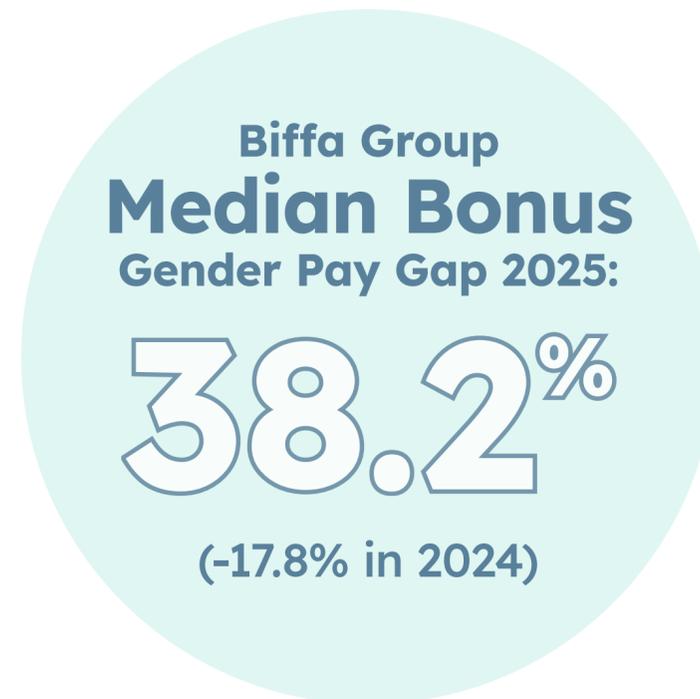
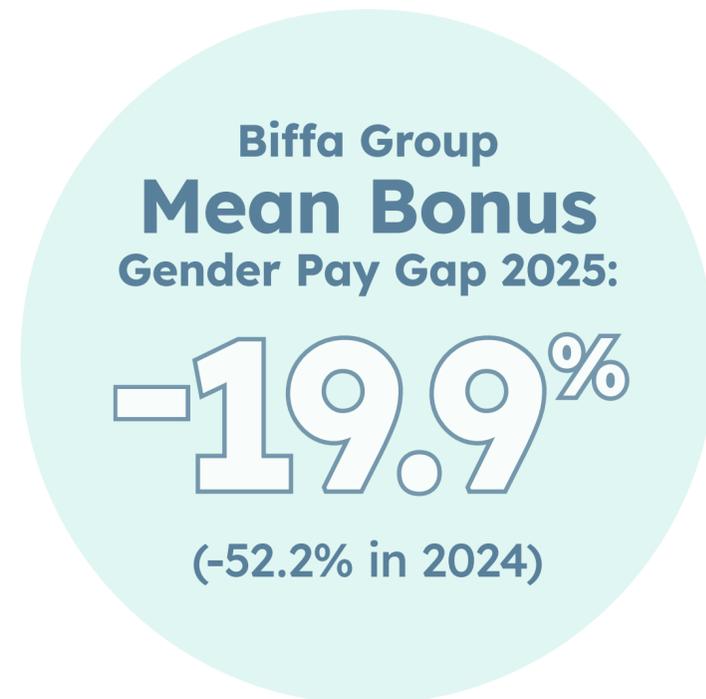
Female representation is highest in the lower quartile, which influences both the median and overall pay gap figures.



# Bonus Gender Pay Gap

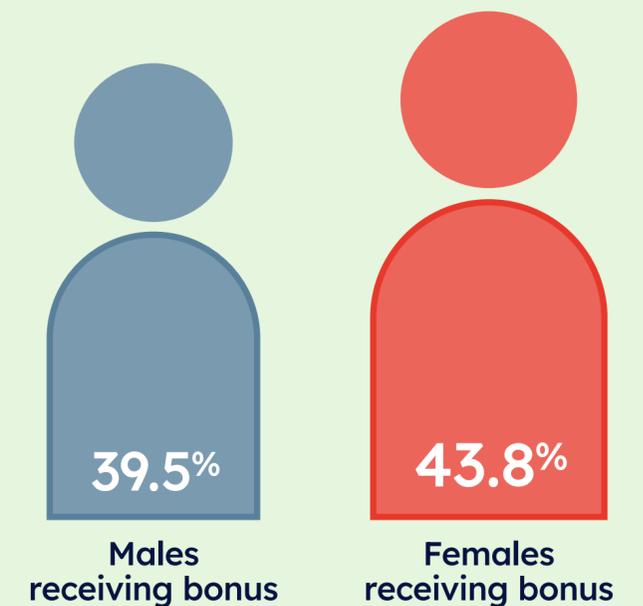
The bonus gender pay gap shows a different pattern from the previous year. The negative mean bonus gap reflects strong female representation in middle and senior management roles, where bonus values tend to be higher. The positive median gap indicates that across the wider workforce, male employees received higher individual bonus amounts.

These results highlight how variations in role type, grade, and bonus eligibility affect overall bonus outcomes.



## Proportion of male and female employees receiving a bonus

This chart shows that the proportion of males receiving a bonus has decreased and the proportion of females receiving a bonus has increased compared with 2024 (45.5% Male and 32.4% Female). This shift is primarily driven by a one off bonus paid to all in Company Shop Group, mainly female frontline colleagues.



# Actions we have taken

## Our DE&I Strategy

At Biffa, we want every colleague to feel empowered to bring their whole self to work. Our Diversity, Equity & Inclusion (DE&I) strategy is at the heart of this commitment. We've set clear goals to reduce gender disparities and ambitious aspirations to help close the UK Gender Pay Gap in the years ahead.

## Pay Equality Actions

Fair pay matters. That's why we continuously review salary levels across the business to ensure consistency and equity. Our structured job families and defined pay ranges keep us aligned with market benchmarks and maintain internal fairness.

## Driving DE&I Forward

Building an inclusive culture takes action. We've rolled out DE&I awareness training for frontline teams, refreshed e-learning for office-based colleagues, and equipped hiring managers with unconscious bias training to support fair decision-making. We also celebrate key events like National Inclusion Week and International Women's Day to keep inclusion front and centre.

## Inclusive Hiring and Progression

Representation starts with recruitment. We aim for diverse shortlists for every vacancy and aspire for 50% of leadership hires and promotions to be women. These steps strengthen our talent pipeline and create opportunities for all.

## Women in Waste and Engagement

Our Women in Waste network is helping to raise visibility and amplify voices across the industry. Through DE&I-focused forums, colleagues share experiences, ideas, and feedback—shaping the future of inclusion at Biffa.



# Gender Pay Gap Report

Employing Entity	Year	Mean Gender Pay Gap*	Median Gender Pay Gap*	Percentage of male/female employees in lower quartile pay band		Percentage of male/female employees in lower middle quartile pay band		Percentage of male/female employees in upper middle quartile pay band		Percentage of male/female employees in upper quartile pay band	
				Male	Female	Male	Female	Male	Female	Male	Female
Biffa Waste Services Ltd	2025	-9.6%	-1.2%	67.0%	33.0%	90.8%	9.2%	85.5%	14.5%	71.0%	29.0%
	2024	-14.9%	-0.2%	79.0%	21.0%	85.2%	14.8%	89.9%	10.1%	74.2%	25.8%
	2023	-15.2%	-2.3%	79.9%	20.1%	86.5%	13.5%	90.1%	9.9%	73.8%	26.2%
	2022	-3.9%	14.9%	77.3%	22.7%	79.0%	21.0%	93.0%	7.0%	80.9%	19.1%
	2021	0.6%	-5.1%	81.3%	18.7%	88.1%	11.9%	86.7%	13.3%	76.1%	23.9%
	2020	-4.7%	1.3%	78.4%	21.6%	85.3%	14.7%	88.7%	11.3%	75.3%	24.7%
Biffa Municipal Ltd	2025	-2.4%	1.7%	96.5%	3.5%	90.1%	9.9%	95.0%	5.0%	94.4%	5.6%
	2024	-5.3%	-1.0%	94.1%	5.9%	93.1%	6.9%	93.7%	6.3%	91.9%	8.1%
	2023	-7.4%	-5.1%	95.5%	4.5%	94.6%	5.4%	93.4%	6.6%	91.8%	8.2%
	2022	-14.2%	-8.5%	95.5%	4.5%	95.6%	4.4%	94.1%	5.9%	91.9%	8.1%
	2021	-6.5%	-8.6%	94.9%	5.1%	98.7%	1.3%	94.4%	5.6%	91.3%	8.7%
	2020	-16.0%	-6.0%	94.1%	5.9%	96.7%	3.3%	95.9%	4.1%	91.7%	8.3%
Company Shop Group	2025	13.4%	3.1%	39.1%	60.9%	29.8%	70.2%	35.8%	64.2%	55.0%	45.0%
	2024	12.9%	3.5%	34.3%	65.7%	32.5%	67.5%	34.6%	65.4%	55.6%	44.4%
	2023	11.1%	1.5%	34.8%	65.2%	29.6%	70.4%	31.4%	68.6%	51.0%	49.0%
	2022	10.9%	2.5%	35.3%	64.7%	33.5%	66.5%	37.5%	62.5%	52.0%	48.0%
	2021	14.4%	3.3%	39.2%	60.8%	28.7%	71.3%	34.6%	65.4%	55.5%	44.5%
	2020	13.8%	5.6%	41.4%	58.6%	33.3%	66.7%	31.1%	68.9%	60.6%	39.4%
Biffa Treatment Services Limited	2025	3.0%	2.4%	80.7%	19.3%	83.8%	16.2%	86.7%	13.3%	82.4%	17.6%
	2024	-1.2%	-0.9%	83.8%	16.2%	81.0%	19.0%	85.8%	14.2%	79.4%	20.6%
	2023	-8.4%	-11.5%	81.7%	18.3%	83.2%	16.8%	80.9%	19.1%	74.0%	26.0%
	2022	2.8%	10.8%	83.7%	16.3%	82.3%	17.7%	81.7%	18.3%	80.3%	19.7%
	2021	-1.0%	-3.4%	86.2%	13.8%	82.0%	18.0%	82.7%	17.3%	81.3%	18.7%
	2020	4.0%	-0.1%	87.4%	12.6%	80.6%	19.4%	78.3%	21.7%	87.5%	12.5%

# Bonus Gender Pay Gap Report

Employing Entity	Year	Mean Gender Pay Gap*	Median Gender Pay Gap*	Percentage of male/female employees receiving a bonus payment	
				Male	Female
Biffa Waste Services Ltd	2025	-110.1%	-165.3%	54.9%	37.7%
	2024	-75.3%	-24.7%	58.1%	43.7%
	2023	-51.6%	-18.9%	64.9%	48.3%
	2022	-3.3%	47.8%	47.6%	26.0%
	2021	-17.0%	12.7%	61.6%	55.4%
	2020	-4.7%	29.4%	60.8%	57.6%
Biffa Municipal Ltd	2025	-56.0%	17.2%	18.2%	13.6%
	2024	-41.4%	-0.4%	20.2%	20.3%
	2023	-138.8%	-125.1%	35.7%	22.9%
	2022	41.3%	72.9%	35.5%	19.7%
	2021	-104.5%	-22.5%	31.8%	22.6%
	2020	-29.6%	-277.4%	69.7%	57.6%
Company Shop Group	2025	52.0%	34.5%	56.3%	67.5%
	2024	53.7%	0.0%	17.8%	14.1%
	2023	34.5%	0.0%	22.1%	13.9%
	2022	55.4%	0.0%	18.0%	12.5%
	2021	41.0%	66.4%	4.2%	1.4%
	2020	9.1%	38.7%	8.9%	6.5%
Biffa Treatment Services Limited	2025	66.5%	19.9%	6.9%	9.8%
	2024	25.7%	23.1%	7.7%	10.1%
	2023	61.2%	29.9%	4.1%	5.7%
	2022	50.1%	37.3%	4.3%	5.9%
	2021	56.4%	35.1%	8.7%	6.4%
	2020	70.3%	55.4%	10.2%	7.4%



© Biffa 2025 Incorporated in England & Wales. Registration No: 10336040  
VAT No: 537 911 627 Registered Office: Coronation Road, Cressex, High Wycombe, Buckinghamshire HP12 3TZ.

**Biffa**