

"1 in 3 people worldwide don't have access to a waste management service. Biffa employees have been overwhelmingly supportive of the WasteAid campaign to stop plastic pollution in the east Atlantic Ocean and their level of support is a first for the UK waste management sector."

**Zoe Lenkiewicz, WasteAid**

"Biffa has made some significant strides over the past few years and have adopted a proactive stance to mitigate risks. There is strong commitment and engagement from key stakeholders in the business and a desire to be a market leader in the fight against modern slavery."

**Gary Booth, Slave-Free Alliance**



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**Biffa**

# RESOURCEFUL, RESPONSIBLE

## SUSTAINABILITY STRATEGY 2020

**Biffa**



I am excited to introduce Resourceful, Responsible, Biffa's Sustainability Strategy. Resourceful, Responsible outlines our ambitious approach to sustainability, embodying our commitment to helping solve the UK's waste challenge and ensuring our business is fit for purpose over the critical years ahead.

## ABOUT US

Over the last 100 years, we have been at the forefront of the UK's waste industry, collecting 15,000 tonnes of rubbish every day from 76,000 businesses and 2.2 million households. But our skills and capabilities stretch well beyond the bins. Today our operations span the entire breadth of the waste management process including: collection, recycling, treatment, disposal and energy generation.

## OUR INDUSTRY

Biffa and the broader waste management industry have made great progress in recent years, growing recycling levels, diverting waste from landfill and generating energy from waste. Since 2002, we have reduced our CO<sub>2</sub> emissions by 65%. But there is so much more to do.

## OUR PEOPLE

We believe our 8,000+ team can lead the way in achieving a sustainable future for the UK, helping to change the way people think about waste.

## OUR FUTURE

We envisage a future where there is greater capacity within the UK to manage our own waste, recycling it into essential sustainable raw materials, or generating much-needed renewable energy.

## RESOURCEFUL, RESPONSIBLE

Resourceful, Responsible supports this vision, by looking ahead to 2030 and focusing on three core areas:

- Building a circular economy;
- Tackling climate change; and
- Caring for our people, supporting our communities.

Resourceful, Responsible will enable us to clearly measure our performance against a new set of stretching targets in each of these areas and take responsibility for our actions to achieve them. It is inextricably linked to our strategic framework and is aligned to the direction of the UK Government's Resources and Waste Strategy for England, which will come into effect over the next few years, as well as similar policy ambitions across Scotland, Wales and Northern Ireland.

We are already making great progress in delivering these ambitious plans. We have recently invested in new plastics recycling facilities, energy from waste plants and

we are the most efficient, low-carbon commercial waste collections platform in the UK. We are also taking our first steps in changing our fleet of diesel vehicles to alternative fuels and most importantly continuing to keep our people safe and giving back to the communities which we serve. This plan isn't just the right thing to do; it is also good business.

We aspire to be the UK's leading sustainable waste management business, so setting out this strategy is just the start of our journey. It sets a high bar for us and for the industry as a whole. We want to use our market leading position to drive the sustainability agenda and we hope that our customers, suppliers, employees and other stakeholders will join us on this journey.

All of our accomplishments, both to date and the ones we need to make in this critical decade ahead of us, are the product of the hard work and dedication of Biffa's fantastic team. I'm incredibly proud of what we have achieved so far together and I'm looking forward to reporting on our progress in the coming years.

**Michael Topham,**  
*Chief Executive*

# Our Sustainability Strategy and Targets

2020 - 2030

## STRATEGIC PILLARS



**BUILDING A CIRCULAR ECONOMY**

**TACKLING CLIMATE CHANGE**

**CARING FOR OUR PEOPLE, SUPPORTING OUR COMMUNITIES**

## STRATEGIC AMBITIONS



Unlock £1.25bn of investment in green economy infrastructure by 2030

Having reduced emissions by 65% since 2002, we will deliver a further 50% reduction by 2030

To be recognised as a top ranked employer and to continue to be a good corporate citizen, supporting good causes to make a real difference

## Our Targets

We will be measuring our Resourceful, Responsible performance against a set of stretching targets to 2030. These targets are based on our three focus areas -

1. Building a circular economy
2. Tackling climate change
3. Caring for our people, supporting our communities.

## HIGHLIGHTS



- Expanding our low-carbon collection business
- Quadrupling our plastic recycling
- Investing in low carbon energy from waste
- 50% reduction in carbon emissions
- Cease buying fossil-fuelled collection vehicles
- Increase collection route efficiency by 20%
- To consistently be a top quartile business for Employee Engagement
- 50% reduction in our Lost Time Injury rate by 2030
- Manage 30% of estate for biodiversity

## ALIGNMENT TO THE UN SDGs



# BUILDING A CIRCULAR ECONOMY



**We are making significant investments in our recycling capabilities.**

We are contributing to a sustainable future built around a circular economy; educating our customers, government and the wider public to use materials responsibly and reusing as much as possible.

We are making significant investments in our recycling capabilities as well as partnering with established, expert operators, to build the energy from waste (EfW) infrastructure that the UK needs to manage waste sustainably.

<sup>1</sup>Inert waste is inactive and will not decompose, such as concrete and sand. This is different to 'organic' forms of waste which are biodegradable, such as food and paper.

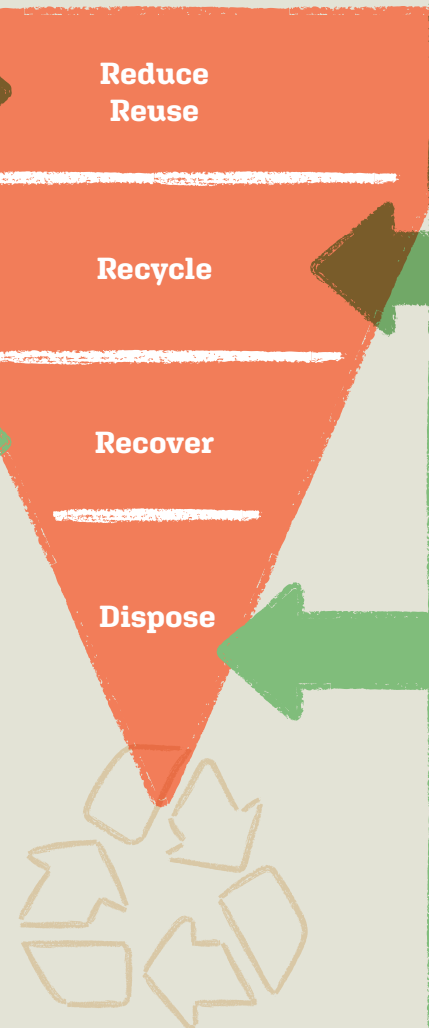
## How Biffa supports the waste hierarchy

Through our work with commercial customers, we help them to reduce waste, identify opportunities for reuse and ensure that recycling opportunities are maximised.

Each year we sort and supply around 1 million tonnes of recyclable materials back to the circular economy. This includes paper and cardboard for the packaging industry, aluminium and steel cans, glass and of course plastics, which we process at Biffa Polymers facilities.

We are the largest supplier of refuse-derived fuels into EfW facilities in the UK. Since 2010 we have diverted 4 million tonnes of our customers' waste, which cannot be recycled, away from landfill, helping to provide low-carbon energy for the UK grid.

Our landfill services are increasingly focused on inert<sup>1</sup> and specialist waste which cannot be used for energy recovery. We provide conveniently located drop off locations in city centres and transport material by rail, taking thousands of vehicles off the road.



# Highlights



## Recycling is in our DNA

We were the first operator in the UK to launch a full range of recycling services to business customers nationwide, which has resulted in **savings of over 0.5m tonnes of materials** each year. For our household customers, we have helped our local authority partners achieve **leading levels of recycling**, with three of the top ten recycling authorities in England being Biffa customers. Our aim is to increase the recyclable materials we collect from businesses by another 50%, by 2030.

## We're quadrupling our plastic recycling capacity

Biffa is a true pioneer in closed-loop plastic recycling, turning waste plastic into food-grade materials that are a substitute for virgin plastic. We have reprocessed **over three billion HDPE<sup>1</sup> milk bottles** over the last decade and **85% of milk bottles in the UK now contain Biffa material**. Our new PET plastic bottle recycling facility in Seaham, near Durham will have capacity to recycle **over 1.3 billion bottles** a year. Our plans don't end there, and we expect to quadruple our recycling capacity by 2030.

## We've got the power

Today we generate enough electricity to power around **117,000 homes** from 38 locations across the UK. We are investing in two energy from waste (EfW) plants which will produce enough energy to power approximately a further 170,000 homes.

## We're diverting waste away from landfill

The UK needs landfill sites, primarily for waste that can't be recycled or used as fuel in energy recovery plants. As a result of our diversion of materials to recycling and recovery, nearly 70% of waste accepted at our landfill sites is now non-recyclable, non-combustible 'inert' material or specialist waste for which safe management through landfill is the right solution.

With further investments in landfill diversion we are targeting this to rise to 90% by 2030.

## We'll keep it local

Society is rightly concerned about how plastic waste is handled, especially when it is sent overseas. The fact is we shouldn't need to export waste plastic!

Biffa has already made great strides, and we now send **no plastic outside the OECD<sup>2</sup>** and keep **90% of it in the UK**. Our aim is to ensure all waste plastics which Biffa processes are recycled within the UK.

<sup>1</sup>High-density polyethylene (HDPE) is a thermoplastic polymer used in every day plastic items

<sup>2</sup>The Organisation for Economic Co-operation and Development (OECD) is an international organisation that shapes policies that foster prosperity, equality, opportunity and well-being for all. <https://www.oecd.org/about>

# TACKLING CLIMATE CHANGE

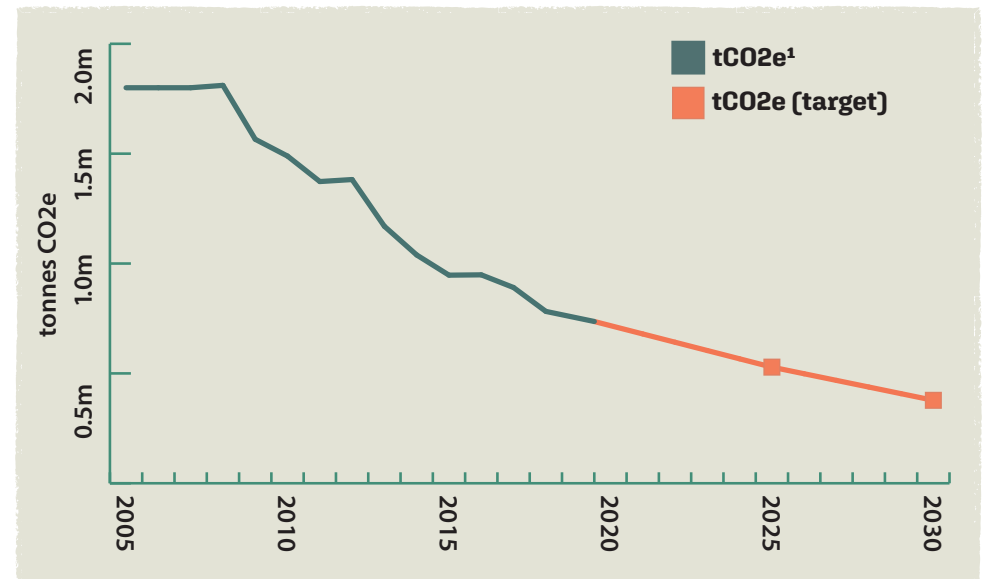


Climate change is a global emergency that requires action now. Our services deliver carbon reductions for waste producers. Decarbonisation means growing our services, whilst reducing our carbon footprint and maximising carbon savings wherever we can, for ourselves and our customers.

We are focusing our efforts on the areas where we can make a big impact, such as diverting even more general waste away from landfill into recycling and recovery, improving collection route densities and phasing out fossil-fuelled collection vehicles. Our aim is to cut our emissions by a further 50% by 2030, as we progress towards net carbon neutrality, in line with UK government targets.

We have reduced CO<sub>2</sub> emissions by 65% since 2002, and are committed to reduce our carbon footprint by a further 50% by 2030.

## Biffa carbon reductions and targets



<sup>1</sup> tCO<sub>2</sub>e = tonnes CO<sub>2</sub> equivalent

# Highlights



## We're reducing our impact

With a **65% reduction in CO<sub>2</sub> emissions** since 2002, including a **15% reduction** in the last 3 years, we have achieved a lot. By reducing dependence on landfill further, we will be able to deliver on our commitment to reduce our carbon footprint by 50% by 2030. That will mean an over 80% reduction since 2002!

## We're Carbon Gold

We have achieved **Carbon Saver Gold Accreditation** for a record **12 years**, certifying that Biffa's carbon emissions data has been independently reviewed and our carbon intensity per tonne of waste has decreased every year.

## We're reducing our reliance on fossil fuels

We have started trialling **new technologies**, including electric collection vehicles, and our ambition is to cease buying fossil-fuelled trucks by 2030, five years before the UK Government's target and to have no fossil-fuelled vehicles by 2040.

Our estate of closed and restored landfill sites offers great potential for solar development and we plan to install at least 100MW of renewable energy capacity through solar farms on these sites by 2030, with an initial phase of 50MW by 2025.

## Let the train take the strain...

In the last few years we have developed our rail transport capabilities and around 27% of our specialist waste types, destined for landfill, are now transported by rail. This has resulted in a **75% reduction in transport emissions**, in comparison to road haulage, and benefited local communities by reducing traffic. And it doesn't end there! Our employees are travelling less to save emissions through our 'Smarter Working' programme.

## Biffa - the low carbon collector

Our nationwide business waste collection platform is the largest and most efficient in the country. Not only does this mean we can offer the best flexibility for our customers, enabling them to maximise recycling, but its leading 'route density' means it has the lowest environmental footprint. In the last four years we have improved our collection density (the number of stops we make in any given area) by 11%.

Our plan is to increase collection route efficiency by a further **20% by 2030**.

# CARING FOR OUR PEOPLE, SUPPORTING OUR COMMUNITIES



Our people deliver a vital service to our customers and ensure our business runs safely and efficiently.

Our goal is to be recognised as a top-ranked employer and to continue to be a good corporate citizen, supporting good causes to make a real difference.

We are leaders within our industry in our approach to health, safety and wellbeing. We are committed to keeping our people and the public safe by ensuring safety is firmly embedded within our culture and championed at all levels. We care about employee wellbeing and work-life balance and see our people as our best ambassadors and business advocates.

We are proud to 'give something back' to the community, whether that be through local initiatives, such as employee volunteering or fundraising activities or through broader programmes such as Biffa's proud partnership with the charity, WasteAid.

We are also committed to continuing to tackle Modern Slavery throughout our supply chain and are already leading the way in our industry on this important topic.

We recognise that there is always more we can do and that's why we have targets in place to help us prioritise our areas of focus.





# Highlights



## We're Safer Together

Keeping our people safe and well is our absolute priority. Our long-term commitment is to create a zero harm environment, whereby there are no injuries or work related ill health across our workforce. To help us achieve this ambition, we are aiming for a **50% reduction in our Lost Time Injury rate by 2030**. Our new health and safety culture programme, 'Safer Together' will support our journey by helping us to take collective responsibility for the safety of ourselves, our team, and broader society.



## We're engaged

We are a people business and employee engagement is an important feature of our strategy. We regularly communicate with our people and measure our progress on employee engagement through a survey every year. This ensures that we hear what our people are telling us and put plans in place to take action on what is important to them. Since 2011, the **percentage of engaged employees at Biffa has doubled**. Our aim is to be a top quartile business for employee engagement and to be externally recognised as an exemplary employer.

## We're passionate about our people

We believe in supporting and encouraging our people to **learn, grow and flourish** in everything they do. We are continuing to invest in learning and development and by 2030 we will have doubled the amount of training days delivered across the business. Alongside this, we will continue to build a Living Wage workplace and maintain our zero tolerance approach on Modern Slavery.

## We're committed to Diversity & Inclusion

We believe in creating an inclusive environment where differences are welcomed. We've rolled out **Diversity and Inclusivity (D&I) training** to all our senior leaders, introduced an e-learning module for all managers and plan to deliver D&I training to front-line employees during 2020.

Our aim is to increase the diversity of our business further through the promotion of our values and leadership behaviours and continuous education and learning.

## We've got some BrightSparks

Our BrightSparks scheme provides an opportunity for all employees to submit ideas and innovative solutions to help drive improvements. Since launching in 2019, **400 ideas** have been received.

## We're investing in communities and improving biodiversity

Since 1997, we have overseen the investment of **£170 million** into community projects through the landfill tax we collect, which has supported the improvement of **500,000 hectares of land** for biodiversity and benefited an estimated **265,000 people**. Our aim is to deliver £25 million to local community and UK partnership scheme projects and manage 30% of our estate for biodiversity by 2030.

# OUR MATERIALITY ASSESSMENT



Our sustainability strategy has been shaped by a 'materiality assessment' process, which determines the topics most relevant to our stakeholders and where we have the greatest impact. We drew on the expertise of the Executive team and key leaders, taking into account stakeholder feedback.

It has also been informed by recognised best practice, new and emerging UK and EU waste and circular economy policies, and the United Nations Sustainable Development Goals (SDGs). Under each strategy pillar we have mapped the SDGs to demonstrate how we are making a contribution. See page 4-5 for further details.

## Want more information?

The full version of this report, including specific detail around targets, can be found on our website [www.biffa.co.uk/sustainability](http://www.biffa.co.uk/sustainability)

If you have any feedback or questions, we'd love to hear from you. Please contact [sustainability@biffa.co.uk](mailto:sustainability@biffa.co.uk)

