

Biffa PLC

**Board Diversity &
Inclusion Policy**

Biffa[®]

Purpose

The Board Diversity and Inclusion Policy (the “**Policy**”) sets out the approach to diversity and inclusion in respect of the Board of Directors (the “**Board**”) of Biffa plc (“**Biffa**”) and, at a high level, in senior management roles within the Biffa Group.

Policy Statement

The Board understands and values the benefits that diversity in its broadest sense can bring to the Board as well as throughout the Biffa Group. New Board appointments are based on merit and against objective criteria but within this context, the Board believes that diversity of gender, ethnicity, skills, background, knowledge, experience and other qualities should be promoted as they are an important factor in Board effectiveness.

The Board also considers that diversity is important in senior management roles within the Biffa Group. The foundation for this is Biffa’s culture and values and also the Group policies which ensure unbiased recruitment, selection, career and promotion opportunities.

Board Diversity Objectives

The Board aims to improve gender diversity at Board level and supports the recommendations set out in the Hampton Alexander Review. It has a clear intention of achieving at least one third women on the Board by July 2022. The Board also supports the recommendations of the Parker Review on ethnic diversity and has a clear intention of meeting the requirements by December 2024.

Monitoring and Reporting

The Board through the Nomination Committee will periodically review this Policy and its effectiveness. It will report annually in the corporate governance section of the Annual Report on its implementation.

Approved and adopted by the Board on 4 November 2020.