

# **Mid Kent Waste Partnership social value and impact report**

**01 April 2024 – 31 March 2025**





## Foreword

This report is an important milestone in our contract with the Mid Kent Waste Partnership. In our first year, we have been able to demonstrate not only the delivery of essential services, but also the wider social value that this contract brings to the communities of Ashford, Maidstone, and Swale.

The data here speaks volumes. Behind these numbers lies a story of people, communities, and shared progress: from providing stable local jobs and supporting community groups to opportunities for young people and measurable improvements for our environment.

While we are proud of these achievements, we also recognise that this is just the beginning. Year 1 has provided us with valuable insights and a strong foundation on which to build. The lessons learned, combined with the commitment of our teams and the support of our local partners, give us confidence that we can achieve even greater results in the years ahead.

We are grateful to everyone who has played a role in delivering these outcomes so far. Our vision remains clear: to embed social value in everything we do, ensuring that our services deliver lasting benefits beyond the day-to-day.

### **Vincent Masseri**

General Manager – Municipal South  
SUEZ recycling and recovery UK

# Introduction

This report provides an overview of the social value generated during Year 1 of SUEZ's contract with the Mid Kent Waste Partnership. This analysis is based on 15 monetised metrics, with total social value calculated at £4,149,373.47.

Social value refers to the combined environmental, social and economic impacts an organisation creates. This includes outcomes such as providing jobs and training, as well as protecting the environment. By understanding and quantifying these effects, we can capture the wider contribution of our services beyond their immediate function.

Included in this report is a breakdown of how this social value is created across the three elements that make up social value – economic, social and environmental impacts – and by each of the 15 individual metrics. In presenting this total, we also distinguish between the social value generated through the delivery of core services and the specific value delivered against the contractual social value commitments. This approach makes clear that the contractual commitments represent only part of the overall impact, while also highlighting the additional value SUEZ brings through its core service delivery.



## Approach to social value

At SUEZ, creating social value is at the heart of what we do. We recognise that our role goes beyond delivering essential environmental services and that we are also a partner in supporting thriving, resilient communities.

We track our impact using a bespoke social value measurement framework underpinned by the National Social Value Standard (SVS) through the Loop platform. This gives us a robust and credible way of assessing outcomes across economic, social, and environmental metrics. Our custom dashboard monitors 88 KPIs across wellbeing, employment, community initiatives, supply chain activity, and environmental enhancements. This ensures that our results are consistent, transparent, and aligned with best practice.

It is important to note that the figures reported here are specific to SUEZ and are not designed to be compared directly with those of other organisations. The purpose of using the bespoke Loop tool is to enable us to track our own performance year on year, recognising that other organisations may use different metrics, even if also working with Loop. In addition, the Loop platform is regularly updated, which may require us to revisit and adjust previously reported figures in future years. This ensures that comparisons are always made on a like-for-like basis and reflect the most up-to-date methodology.

## At a glance – Headline figures

Total social value achieved for the Mid Kent Waste Partnership

**£4,149,373.47**

Social value ROI % for the Mid Kent Waste Partnership

**120.00**

Social value ROI ratio for the Mid Kent Waste Partnership

**£1.20**

Social

**£11,348.20**

Environmental

**-£163,979.23**

Economic

**£4,302,004.50**

Achieved total social value from contractual commitments

**£13,189.79**

Social value ROI % from contractual commitments

**63.00**

Social value ROI ratio from contractual commitments

**£0.63**

Social

**£727.45**

Environmental

**£314.01**

Economic

**£12,148.33**

## Impact by theme

This reporting period demonstrates the significant positive impact created through the contract, with a total social value of £4,149,373.47 generated across economic, social, and environmental impacts.

This represents a social value Return on investment (ROI) of 120% and an ROI ratio of £1.20, illustrating that for every £1 invested, additional value is being created. This demonstrates both efficiency and effectiveness in delivering impact and provides a strong base from which to build in future years. Importantly, this figure represents tangible benefits for local communities and the environment in Maidstone, Ashford and Swale.

If we focus specifically on the contractual social value commitments, the outcomes achieved in Year 1 equate to £13,189.79 in social value generated, representing a return on investment (ROI) of 63%. These commitments go beyond the core collection and cleansing services, requiring the delivery of associated social and environmental initiatives, which are managed by a dedicated member of staff. This strong performance demonstrates the tangible impact of these initiatives in delivering meaningful benefits for local communities in Mid Kent.

This achievement shows how wide-reaching the benefits have been in Year 1 of the partnership. From supporting community wellbeing and opening up new opportunities employment and training for individuals, to building stronger links with local organisations, the impact goes beyond the

headline numbers. By making social value a core part of how we work, we're going beyond core service delivery, and delivering social, economic, and environmental benefits with long term impact.

### Economic impact

The most significant contribution was generated in the economic domain, with a total value of £4,302,004.50. This figure reflects the direct and indirect ways our activities have strengthened the local economy.

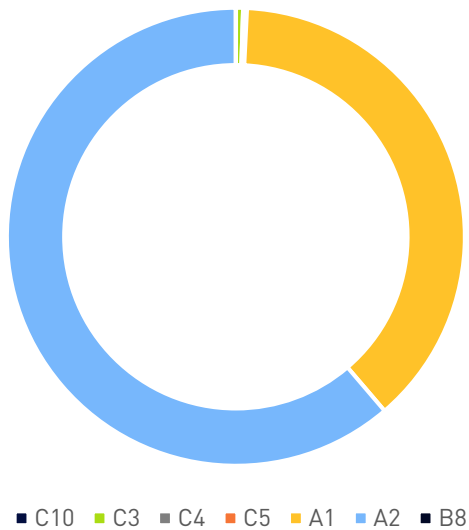
A total of seven metrics have been used to calculate the economic value generated during the first year of the Mid Kent Partnership contract (see Figure 1). These measures provide a well-rounded picture of how our activities have contributed to the local economy. They cover a range of factors including employment opportunities created, spend with local suppliers, support for small and medium-sized enterprises (SMEs), training and skills development, and other forms of investment that circulate money back into the community. By applying this multi-metric approach, we can demonstrate not only the scale of the financial impact delivered but also the breadth of ways in which value has been created for people, businesses, and the wider economy.

**Figure 1 – Details of metrics used to calculate the generated economic value for Year 1 of the Mid Kent Waste Partnership**

<b>Metric</b>	<b>Description</b>	<b>Achieved</b>	<b>Achieved value</b>
C10 - Monetised - Supply chain - Payments made within 30 days	£s spent with suppliers in the UK where payments were made within 30 days. This metric can be used with the other supply chain metrics without causing over counting because it focuses on the payment on time aspect.	£147,148.81	£560.37
C3 - Monetised - Supply chain - Supply chain spending - Small business	£s spent in the UK where it related to a small sized business. Do not double-count the spend with any of the other supply chain spending metrics. For further information on how this is defined by the UK government, please refer to the SVS glossary.	£602,379.49	£21,104.62
C4 - Monetised - Supply chain - Supply chain spending - Medium business	£s spent in the UK where it related to a medium sized business. Do not double-count the spend with any of the other supply chain spending metrics. For further information on how this is defined by the UK government, please refer to the SVS glossary.	£507,506.05	£8,890.34
C5 - Monetised - Supply chain - Supply chain spending - Large business	£s spent in the UK where it related to a large sized business. Do not double-count the spend with any of the other supply chain spending metrics. For further information on how this is defined by the UK government, please refer to the SVS glossary.	£355,246.21	£3,111.55
A1 - Monetised - Employment and economic - Jobs - General	This metric represents all the jobs in your organisation which are not apprenticeships. This is recorded as full-time equivalents (FTEs). The duration can also be altered accordingly.	354.75 FTE	£1,637,286.63
A2 - Monetised - Employment and economic - Gross operating surplus	This metric represents the economic value of an organisation aside from the income paid in wages. This portion of value is referred to as gross operating surplus and combined with wages makes up gross value added.	N/A	£2,641,529.04
B8 - Monetised - Health, training, and skills - Training - Hourly - General	Total number of hours of training provided. This should not include hours which would later be counted in the completed qualifications/apprenticeship metrics.	9.00 hours	£197.00

The largest contributors to the economic value achieved by the contract in Year 1 are general employment and gross operating surplus.

**Figure 2 – Social value achieved across economic impacts for Year 1 of the Mid Kent Waste Partnership**

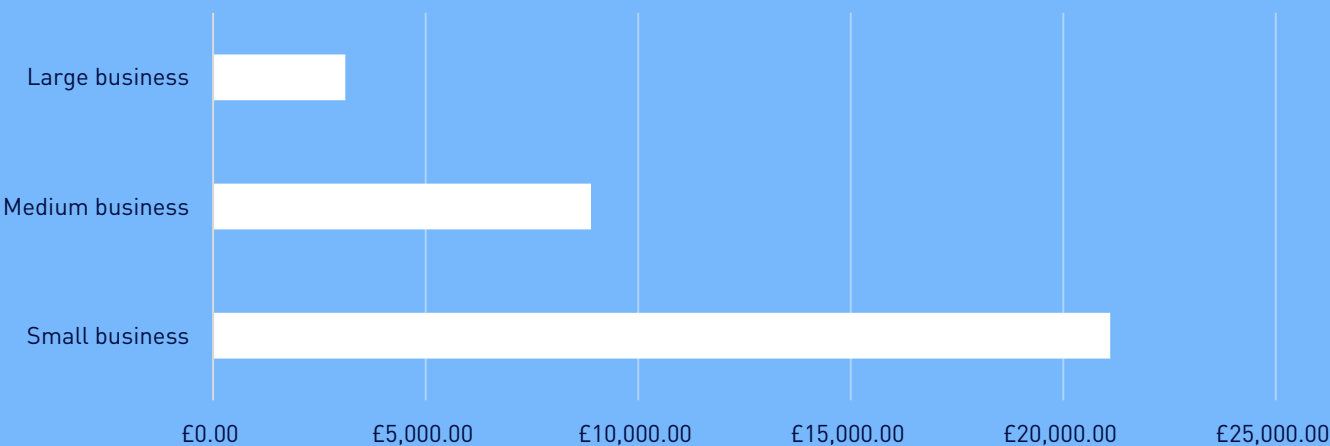


General Employment (A1) accounts for 354.75 full-time equivalent (FTE) positions, generating £1,637,286.63 in social value. This reflects the direct impact of the contract on local employment, providing stable jobs and income for individuals while supporting workforce development.

Gross Operating Surplus (A2) represents the value generated by the organisation beyond wages, totalling £2,641,529.04. This is not profit, but a standard measure of the wider economic contribution captured through the contract. It reflects the resources and activity that support operations, services, and supply chains, and makes up a substantial portion of the total economic value achieved (£4,302,004.50). Together with wages, it highlights how the contract contributes to the broader economy and delivers long-term social and economic benefits for communities.

In addition to employment and operational activity, spending with UK businesses has also created social value. This supply chain spending generated £33,106.51 in social value, which is about 0.8% of the total economic value of the contract, demonstrating how routine procurement within our business can positively impact communities, supporting growth, opportunities, and wider social benefits. Where possible, we aim to spend with local suppliers in Mid Kent to ensure that the economic benefits of the contract are realised in the local area, further supporting jobs, business growth, and community development.

**Figure 3 – Social value achieved via supply chain spending for Year 1 of the Mid Kent Waste Partnership**





The contract also delivers social value through training and skills development. One example is the delivery of British Heart Foundation (BHF) RevivR training, which provided 9 hours of training across our three sites and generated £197 in social value under the B8 metric. This training supports staff development, improves wellbeing, and equips individuals with life-saving skills that benefit both colleagues and the wider community. By investing in training opportunities like this, the contract not only enhances workforce skills but also reinforces the broader social impact of the work we do.

The scale of economic contribution reflects our contract's ability to deliver value beyond the delivery of its core services. By focusing on local jobs and working closely with local businesses, we have not only generated significant social value but also created opportunities that support long-term growth. This investment helps to stimulate the local economy by supporting individuals into employment, strengthening business networks and creating future opportunities for people and organisations across our communities. While the scale of these benefits will vary over time and depend on a range of factors, this approach demonstrates a clear commitment to driving sustainable economic impact.

## CASE STUDY

### British Heart Foundation RevivR training

As part of our ongoing commitment to staff wellbeing, community engagement, and personal development, we partnered with the British Heart Foundation to deliver RevivR training sessions across our Mid Kent sites. This initiative aimed to equip staff with vital lifesaving skills while fostering stronger connections between team members.

The RevivR programme is an innovative, digital-first approach to learning CPR which was introduced to our staff in engaging sessions delivered by our Wellbeing Team.

Designed to be practical and accessible, the training was met with great enthusiasm. Staff from across the sites actively participated, and we were delighted to welcome members of Maidstone Borough Council's waste team, whose involvement demonstrated the wider community value of this initiative.



## Economic impact generated by the contractual social and environmental initiatives

Focusing specifically on the economic impact of the contractual social and environmental initiatives, the total value achieved in Year 1 is £12,148.33. This figure highlights the social value delivered by the contract, above and beyond the core essential services. It demonstrates that we are actively generating measurable benefits for the community, supporting employment, workforce development, and wellbeing.

It shows how the targeted social value commitments contained within the contract, such as roles dedicated to delivering social outcomes or training initiatives for our staff, translate into tangible benefits for local communities.

**Figure 4 – Details of metrics used to calculate the economic value generated by the contractual social and environmental initiatives**

Metric	Description	Achieved	Achieved value
A1 - Monetised - Employment and economic - Jobs - General	This metric represents all the jobs in your organisation which are not apprenticeships. This is recorded as full-time equivalents (FTEs). The duration can also be altered accordingly.	354.75 FTE	£1,637,286.63
A2 - Monetised - Employment and economic - Gross operating surplus	This metric represents the economic value of an organisation aside from the income paid in wages. This portion of value is referred to as gross operating surplus and combined with wages makes up gross value added.	N/A	£2,641,529.04
B8 - Monetised - Health, training, and skills - Training - Hourly - General	Total number of hours of training provided. This should not include hours which would later be counted in the completed qualifications/apprenticeship metrics.	9.00 hours	£197.00

£10,000.00  
£8,000.00  
£6,000.00  
£4,000.00  
£2,000.00  
£0.00

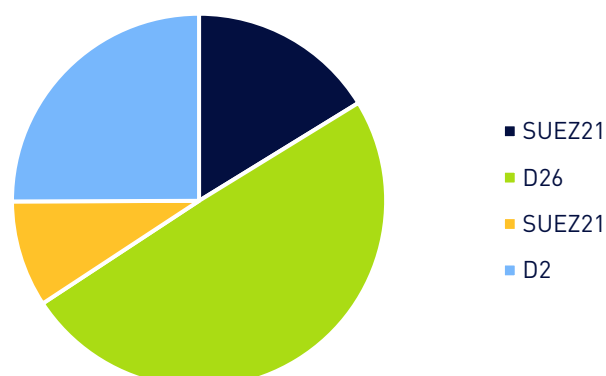


**Figure 5 – Social value achieved across economic impact generated by the contractual social and environmental initiatives**

## Social impact

In the first year of the contract, a total of £11,348.20 in social value was generated across four key social impact metrics (Figure 7), representing some of the most meaningful impacts for local communities and individuals.

**Figure 6 – Social value achieved across social impact metrics for Year 1 of the Mid Kent Waste Partnership (excluding metric A1)**



**Figure 7 – Details of metrics used to calculate the generated social value for Year 1 of the Mid Kent Waste Partnership**

Metric	Description	Achieved	Achieved value
A1 - Monetised - Employment and economic - Jobs - General	This metric represents all the jobs in your organisation which are not apprenticeships. This is recorded as full-time equivalents (FTEs). The duration can also be altered accordingly.	354.75 FTE	£1,637,286.63
SUEZ21 - Monetised - Community - Stakeholder engagement - Hourly - Education	Stakeholder engagement and consultation events, recorded as hours. Examples include: community consultation events, business briefings, individual meetings with community and third parties, design consultations and site visits. This only includes the hours input from staff.	9.00 hours	£171.16
D26 - Monetised - Community - Donations - Cash donations	Donations to heritage groups, local, national and/or international charities, groups, initiatives or events. Can include in-kind donations of goods, materials and services.	£350.00	£333.33
D2 - Monetised - Community - Volunteering - Hourly - Full impact	The number of hours volunteered by staff during working hours, or are compensated through time off in lieu or additional pay. This metric includes both the wellbeing benefit to the volunteer and a standardised assumption on the impact of the volunteering itself. If enough evidence is available on the specific impact of that volunteering and it can be captured separately with other SVS metrics then please use the 'Impact on volunteer' metric which just includes the volunteer wellbeing impact and therefore can be combined with other metrics.	8.00 hours	£168.66

## CASE STUDY

In December 2024, our Mid Kent colleagues dedicated their time to supporting two vital community organisations. At Demelza's Larkfield Distribution Centre, our team partnered with Maidstone Borough Council to help process donated clothing and electrical items, gaining valuable insight into the charity's work providing care for children with serious or life-limiting conditions, and their families.

At the same time, our colleagues also volunteered at Repton Connect Community Centre in Ashford, where they carried out hall cleaning to support the centre's operations, donated food, and helped sort stock for the community foodbank. This hands-on contribution ensured the centre could continue to serve local families in need.

Together, these activities highlighted the power of volunteering to create positive impact. They strengthened community partnerships, supported vital local services, and gave staff the opportunity to work as a team while making a difference to the lives of others.





## CASE STUDY

As part of our commitment to community engagement and environmental education, we took one of our recycling trucks to Ashford Oaks Primary School to deliver a hands-on learning experience for their Eco Club. The session focused on the waste hierarchy and the importance of proper waste disposal at home, helping students understand how everyday actions can make a difference for the environment.

The Eco Club members had the opportunity to explore the recycling truck and see how it operates, guided by our Contract Manager and Assistant Contract Manager. In total, we spoke to around 120 students, including the Eco Club. Students asked questions about recycling, sustainability, and the different jobs within waste management, gaining insight into the important role our team plays in supporting their community.

This interactive visit not only raised awareness about recycling and sustainability but also inspired students to think about how they can contribute to their community and make environmentally responsible choices. It demonstrates how practical, hands-on engagement can deliver direct educational and social benefits, fostering understanding, curiosity, and a sense of responsibility among young people.

Together, these initiatives show how the contract is delivering measurable social value, supporting communities, enhancing wellbeing, and creating opportunities that extend beyond the organisation's core operations.



## Social value generated by the contractual social and environmental initiatives

Looking specifically at the social impact of the contractual social and environmental initiatives, the total achieved in Year 1 is £9,042.70.

Even small amounts of time or resources can create meaningful outcomes when measured through the social value metrics.

The social value created by these initiatives that are delivered alongside the core essential services, illustrates how focused social initiatives generate measurable benefit. It highlights our commitment to supporting communities, fostering opportunities, and creating positive social outcomes that extend beyond core operational work.

**Figure 8 – Details of metrics used to calculate the social value generated by the contractual commitments**

Metric	Description	Achieved	Achieved value
A1 - Monetised - Employment and economic - Jobs - General	This metric represents all the jobs in your organisation which are not apprenticeships. This is recorded as full-time equivalents (FTEs). The duration can also be altered accordingly.	1.00 FTE	£8,369.55
SUEZ21 - Monetised - Community - Stakeholder engagement - Hourly - Education	Stakeholder engagement and consultation events, recorded as hours. Examples include: community consultation events, business briefings, individual meetings with community and third parties, design consultations and site visits. This only includes the hours input from staff.	9.00 hours	£171.16
D26 - Monetised - Community - Donations - Cash donations	Donations to heritage groups, local, national and/or international charities, groups, initiatives or events. Can include in-kind donations of goods, materials and services.	£350.00	£333.33
D2 - Monetised - Community - Volunteering - Hourly - Full impact	The number of hours volunteered by staff during working hours, or are compensated through time off in lieu or additional pay. This metric includes both the wellbeing benefit to the volunteer and a standardised assumption on the impact of the volunteering itself. If enough evidence is available on the specific impact of that volunteering and it can be captured separately with other SVS metrics then please use the 'Impact on volunteer' metric which just includes the volunteer wellbeing impact and therefore can be combined with other metrics.	8.00 hours	£168.66

## Environmental impact

In the first year of the contract, significant volumes of waste were managed in ways that generate measurable environmental value.

**Figure 9 – Details of metrics used to calculate the generated environmental value for Year 1 of the Mid Kent Waste Partnership**

Metric	Description	Achieved	Achieved value
SUEZ19 - Monetised - Environmental - Bird boxes	The number of bird boxes purchased and installed by the reporting organisation.	3.00	£314.01
E644 - Monetised - Environmental - Carbon dioxide equivalent (CO2e) - Option B - use tool to sum components of CO2e - Waste disposal (CO2e) - Refuse - Organic: garden waste - Composting	Waste disposed in the relevant reporting period. Waste disposal figures should be used for end-of-life disposal of different materials using a variety of different disposal methods.	-23,699.69	£38,511.49
E654 - Monetised - Environmental - Carbon dioxide equivalent (CO2e) - Option B - use tool to sum components of CO2e - Waste disposal (CO2e) - Refuse - Recycling	Waste disposed in the relevant reporting period. Waste disposal figures should be used for end-of-life disposal of different materials using a variety of different disposal methods.	-40,176.88	£155,917.01
E636 - Monetised - Environmental - Carbon dioxide equivalent (CO2e) - Option B - use tool to sum components of CO2e - Waste disposal (CO2e) - Refuse - Household residual waste - Combustion	Waste disposed in the relevant reporting period. Waste disposal figures should be used for end-of-life disposal of different materials using a variety of different disposal methods.	92,435.84	-£358,721.74

A total of 23,699 tonnes of garden waste was collected and sent for composting. This generated £38,511.49 of social value, reflecting the lower emissions profile of composting compared with other disposal routes. Composting organic material not only diverts waste from energy recovery but also reduces greenhouse gas emissions, supporting more sustainable waste management practices and leading to a positive value.

Alongside this, 40,176 tonnes of recyclable materials were processed, generating £155,917.01 in social value. Recycling has a particularly high impact because it reduces the need for raw materials, conserves energy, and lowers carbon emissions compared with producing goods from virgin resources. The scale of recycling achieved represents a significant environmental benefit and demonstrates the impact of sustained efforts to encourage residents to recycle more.

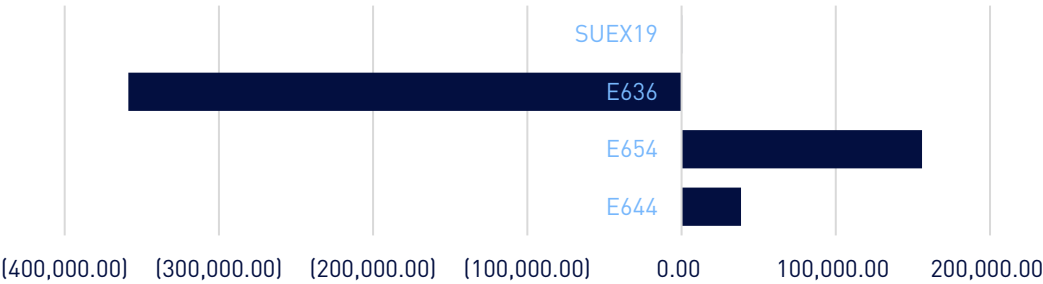
The largest tonnage is associated with E636 (Household residual waste), where 92,435 tonnes of residual waste were sent for energy recovery. This stream carries a negative social value of -£358,721.74, reflecting the carbon emissions released when waste is incinerated, even though it generates energy. While combustion is preferable to landfill in terms of carbon impact and recovery offsets some demand for fossil fuels, the size of this waste stream underlines the importance of continuing to drive waste prevention and increasing diversion into recycling and composting.

In addition to the measurable environmental impacts shown through waste tonnages and associated carbon outcomes, at SUEZ we have introduced a set of sustainability principles that guide everyday decision-making. These principles provide a consistent framework across all sites to help reduce consumption, cut waste, and protect natural resources.

The principles cover reducing single use items, lowering energy, fuel, and water consumption, encouraging re-use and recycling, and promoting sustainable purchasing. They also extend to wider actions such as supporting biodiversity, engaging with local communities, and encouraging sustainable travel. Together, these principles ensure that sustainability is embedded not just in the outcomes of the contract, but also in the way our services are delivered. Each site has a sustainability champion who helps colleagues put these principles into practice, ensuring that environmental improvements are driven forward at a local level. This means that, alongside the large-scale environmental benefits achieved through waste diversion and carbon savings, the contract also delivers everyday actions that support long-term sustainability in Mid Kent.



Figure 10 – Social value generated by waste disposal and sustainability initiatives



CASE STUDY

At SUEZ, we recognise that sustainability is not only about reducing our environmental impact but also about creating social value for local communities. By embedding sustainable practices into everyday operations, we contribute to a healthier environment, support our communities, and promote responsible behaviours across our organisation.

Across our three depots, we have introduced a range of sustainability initiatives. From installing bird boxes and bug hotels to support local biodiversity, to encouraging our team members to take part in volunteering opportunities throughout the year, we are committed to making a meaningful difference. We have also embedded re-use practices across our sites, reducing waste and making better use of resources.

We remain dedicated to maintaining these standards and continually seeking new ways to enhance the local environment and improve sustainability in local communities.

Taken together, the results from Year 1 show both the scale of environmental impact and the importance of continued progress. Significant benefits have been achieved through composting and recycling, which together demonstrate the positive outcomes of sustainable waste management and community participation. At the same time, the volume of residual waste going to energy recovery highlights the ongoing challenge of waste prevention and the need to further increase diversion to re-use and recycling.

By combining measurable outcomes with everyday sustainable practices, we ensure that environmental responsibility is embedded at every level. From reducing carbon emissions through recycling and composting, to encouraging behavioural change via our sustainability principles, this approach helps build a more sustainable future for Mid Kent.

As this is the first year of reporting, we have presented the data using total tonnages, as this provided the most complete picture available. However, in future years it may be more useful, to present significant changes on the previous year's tonnages – whether increases or decreases – to provide a view of the evolving waste and environmental landscape in Mid Kent.

Our sustainability principles

These are our minimum environmental and social standards for every site to meet and are part of our goal to balance the needs of people, planet and prosperity through how we operate. They have been created using employee feedback on how we can have the biggest local impact. Everyone can play a part in helping their site meet these principles and every site has a dedicated sustainability champion to lead the way in taking action.

Your sustainability champion is:

Insert name here

Speak to them about how you can get involved or if you have an idea about how your site can improve its environmental and social impact.



- 1 **Avoid unnecessary single-use items or packaging**  
Identify and remove or replace single-use items where there are appropriate alternatives available.
- 2 **Reduce paper use**  
Review how we use paper on site, identify ways to reduce how much we buy and not waste what we do use.
- 3 **Lower our utility use**  
Review our water, electric, gas, fuel and oil use and identify ways to reduce our consumption.
- 4 **Reuse**  
Reuse items on site or with others before buying new.
- 5 **Recycle**  
Have facilities on site so everyone can recycle.
- 6 **Purchase sustainably**  
Choose the products we buy based on their environmental benefits as well as their financial cost.
- 7 **Travel smarter**  
Reduce the need to travel by following the sustainable business travel hierarchy.
- 8 **Connect with our community**  
Take part in or organise at least two local community events per year.
- 9 **Take action for nature**  
Support local wildlife on site.
- 10 **We all play our part**  
Everyone on site contributes and takes action.

## Looking forward

The contract has been delivering meaningful, measurable outcomes across economic, social, and environmental social value metrics from its inception. The value created provides not only a strong foundation for continued growth but also clear insight into new opportunities to deepen our contribution to local communities in Mid Kent.

The achievements set out in this report give confidence that the contract is generating real impact today, while also positioning it to deliver greater benefits in the years ahead.

Looking forward, we are excited to continue to work in partnership with Ashford, Maidstone and Swale Borough Councils to identify innovative ways of maximising value, ensuring the contract consistently delivers outcomes that extend well beyond its core services.

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