



JUNE 2017 – JUNE 2020

Diversity and Inclusion Engagement Plan

ACKNOWLEDGEMENT OF COUNTRY

Cleanaway acknowledges the Traditional Owners of the land on which we operate and in the communities in which we exist.

We pay our respect to all Aboriginal and Torres Strait Islander peoples. We are proud to pay our respect to Elders past, present and future for they hold the traditions and the culture, and together we hold the hopes of a truly reconciliated Australia.



Our Mission & Vision

Our Mission is to make a sustainable future possible – for our shareholders, our customers and our communities.

A key and critical part of this mission is ensuring that we value and support inclusion and diversity throughout our workforce and that we do so sustainably.

Our corporate Vision is for Cleanaway to be a market leader in waste management, industrial and environmental services. We leverage our expertise, assets and infrastructure to deliver on our commitments. We are an employer of choice and we generate superior value and sustainable solutions for our customers, communities and shareholders.

Our business

Cleanaway provides all customers with tailored and integrated environmental waste services and industrial solutions. Cleanaway's philosophy is that all waste is a resource and our aim is to incorporate recovery, recycling and reuse in all our operations.

We are a publicly listed ASX200 company, achieving strong growth through both organic expansion and strategic acquisition. With a long history of over fifty years, we now provide over 300 products and services from more than 180 sites nationally.

With more than 2,000 heavy vehicles, we have the largest Solid Waste Collections fleets on the road, and our customers are serviced by a workforce of more than 4,100 employees around Australia



*Cleanaway is a modern, dynamic
and driven industry leader in total
waste management industrial
and environmental services.*



Our vision for diversity and inclusion



At Cleanaway, our workforce is made up of people with diverse values, backgrounds, skills, experiences and needs. We value diversity and inclusion and recognise the benefit it brings both to us as a company, as well as to individual employees within Cleanaway. It also strengthens our connection with and care for our customers, the communities in which we work, as well as our other key stakeholders.

The traditional view of diversity has focussed largely on gender and age. However, we know that diversity is so much more. We are now broadening our approach to build a culture of inclusiveness where our employees feel engaged, awareness of behaviours is increased, and biases are recognised, positively explored, and managed.

Our Diversity & Inclusion Engagement Plan 2017 – 2020 covers a range of inclusive initiatives designed to foster a culture that values difference and promotes opportunities for all employees. A number of initiatives within the plan empower

individual employees to be more conscious and inclusive in their approach, providing opportunities for teams to positively impact their immediate workplace and drive change from within. Importantly, it is aligned with our mission of 'Making a sustainable future possible' and our Reconciliation Action Plan 'Caring for country'.

It is commonly known that an engaged and inclusive culture adds significant financial value to the bottom line. By making a genuine commitment to diversity and inclusion, we can better engage our workforce, and better respond to our customers. Ultimately, it will help us to create a stable

and sustainable workplace for our team and deliver sustainable returns to our shareholders.

In line with our Footprint 2025, we look forward to continuing to challenge ourselves in the future as we work to continually strengthen a culture which values diversity and inclusion. As we build a culture where we all understand that each individual is unique, and embrace this diversity we will continue to strengthen our business – becoming more flexible, productive, creative and competitive into the future.

Cleanaway CEO's statement

It is with great pleasure that I present Cleanaway's Diversity and Inclusion Engagement Plan (2017-2020).

I wholeheartedly believe that our success as a business comes from our people. In order to build a sustainable business for the future – it is critical that we continue to build a culture where employees feel valued as individuals, where they feel their voice is heard and their unique contribution recognised.

I have had the great honour of meeting many of the people from across our business who make Cleanaway the company it is today.

After spending time with our people from many different functions and roles, I have seen first-hand the diversity which already exists across Cleanaway. With teams made up of people from diverse educational and professional backgrounds – we have a diversity of thought and approach which, if encouraged and fostered presents a significant opportunity for ongoing improvement and growth. With an increasing gender diversity across many roles in our business – from sales, to branch managers and supervisors, to drivers and operators, we are gaining new perspectives and insights, and a wealth of experience which brings new strength to our operation.



In recognising the diversity which already exists – we know that we can continue to make significant improvements. That is our commitment outlined in this, our first Diversity and Inclusion Engagement Plan.

As Australia's leading waste management and environmental services company – we know that we have a leading role to play within our industry.

It is up to us to demonstrate that genuinely embracing diversity is not just the right thing to do – but that it also makes good business sense.

Earlier in 2017, I had the honour of launching our Reconciliation

Action Plan (2017-2018), a significant step forward given our growing operation and work with local communities across the country. I am encouraged by steps already taken across the company to bring our vision for reconciliation to life.

It is this commitment to change which has been demonstrated across many areas of the business which gives me a great deal of hope – for the future of both our business and our industry, and is another way we are working toward a more sustainable future.

VIK BANSAL
CEO AND MANAGING DIRECTOR
CLEANAWAY

Pillars for success

Our Diversity and Inclusion Engagement Plan is built on five pillars which will ensure we continue to attract, retain and develop key talent within Cleanaway while balancing merit, fairness and equality. The five pillars are underpinned by a commitment from our leadership team to a genuine and pragmatic approach to diversity and inclusion. This will be governed and continuously reviewed by ExCom along with Cleanaway's Diversity and Inclusion Working Group.



Workforce profile

Become a diversity employer of choice for ability, religion, ethnicity and race.

Cleanaway aims to promote and celebrate a variety of multicultural events to ensure a broad understanding of differences. Through executive sponsorship, we will continue to report and review progress towards increasing diversity and inclusiveness in our workforce composition.



Pay equity

Balance gender equality.

Cleanaway is committed to identifying gender pay equity gaps and establishing action plans to address any differences. Cleanaway aims to increase female participation across our workforce by ensuring fair representation and development across all of our Business Units.



Talent management

Think inclusively.

Cleanaway is committed to providing training and development opportunities as well as introducing formal reward and recognition for inclusive behaviours. Cleanaway aims to support fair and merit based career opportunities for employees to progress within the organisation.



Engagement and retention

Provide flexible working arrangement options.

Cleanaway is committed to actively supporting and creating opportunities for both existing and prospective employees to integrate work and life, irrespective of their life stage. Cleanaway aspires to provide an environment where flexible work options are genuinely considered, taking into account both business requirements and personal circumstances.



Diversity awareness

Increase employment opportunities for all through education and work experience.

Cleanaway is committed to providing employment opportunities through education and work experience. We intend to develop a range of practical training programs that engage a broad cross section of people from the community.



Tracking progress and reporting

The Diversity and Inclusion Engagement Plan is to be made available to all Cleanaway employees, Directors, contractors through the internal portal; and to the public through the Cleanaway website. We will report on achievements and progress on a regular basis.



Workforce profile

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FOCUS AREA

Become a diversity employer of choice for ability, religion, ethnicity and race.

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
Celebrate and promote a diverse range of activities, events and topics throughout Cleanaway internally and externally	Diversity & Inclusion Working Group	June 2018	Create an internal calendar of multi-cultural events and celebrations
	Diversity & Inclusion Working Group	June 2018	Invite guest speakers from a variety of backgrounds to toolbox talks or team meetings
	Diversity and Inclusion Working Group	June 2019	Provide opportunities for employees to engage and participate in diverse community activities
	Enterprise Leadership Team	June 2018	Identify and attend key external events that support diversity and inclusion
Provide upskilling to hiring managers to support merit-based recruitment and bias awareness	EGM Human Resources	June 2020	Provide cultural awareness, merit based recruitment and bias awareness training to hiring managers
	EGM Human Resources	June 2018	Publish a transparent criteria for assessing merit-based recruitment
Become a diversity employer of choice for ability, religion, ethnicity and race	EGM Human Resources	June 2020	Increase diversity participation throughout our workforce composition
Support the LGBTQIA (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual) community	Diversity & Inclusion Working Group	Annually	Champion annual awareness days across Cleanaway and attend at least one relevant event in support of LGBTQIA



Pay equity

Cleanaway is committed to identifying gender pay equity gaps and establishing action plans to address any differences. Cleanaway aims to increase female participation across our workforce by ensuring fair representation and development across all of our Business Units.

FOCUS AREA

Balance gender pay equity.

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
Increase female employment participation rates across Cleanaway	EGM Human Resources	June 2019	Introduce a diversity component in job advertisements
	EGM Human Resources	June 2018	Introduce balanced shortlist of candidates for a) internal recruitment, and b) external recruitment suppliers – mandate same through T&Cs
	EGM Human Resources	June 2018	Introduce balanced interview panels through the recruitment and selection process leveraging diversity of thought, skills and experiences
Ensure pay equity for both new and existing female Cleanaway employees	EGM Human Resources	June 2018	Ensure remuneration is commensurate with market data and its position to market, based on the inherent requirements of the role
	EGM Human Resources	June 2018	Ensure female Cleanaway employees are equitably remunerated through our annual TFR review process and gaps are reviewed
Introduce a female mentoring program to encourage collaboration and foster support throughout the Cleanaway workplace	EGM Human Resources	June 2018	Provide training to female Cleanaway employees who identify as suitable mentors, to uplift their mentoring capabilities
		June 2019	Develop a mentoring program that enables females to identify suitable mentors within Cleanaway
Encourage and support female representation at relevant industry and networking events	Enterprise Leadership Team	Annually	Cleanaway female employees are encouraged to engage in at least one relevant industry or networking event within their state/territory or region
Submit application for WGEA Employer of Choice for Gender Equality citation	EGM Human Resources	March 2020	Achieve WGEA Employer of Choice for Gender Equality status



Talent management

Cleanaway is committed to providing training and development opportunities as well as introducing formal reward and recognition for inclusive behaviours. Cleanaway aims to support fair and merit based career opportunities for employees to progress within the organisation.

FOCUS AREA

Think inclusively.

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
Develop and provide learning opportunities to increase awareness and appreciation that supports diversity of thought and understanding	EGM Human Resources	June 2018	Develop and implement unconscious bias training for Cleanaway employees
	EGM Human Resources	June 2019	Provide feedback and communication training for employees to conduct productive conversations, discuss existing practices, and challenge stereotypes
	EGM Human Resources	June 2020	Develop leadership capability to enable leaders to think and operate flexibly and inclusively
Maintain a national Diversity and Inclusion Working Group to facilitate and monitor the implementation of Cleanaway's Diversity and Inclusion commitments	Diversity & Inclusion Working Group	June 2018	Ensure the Diversity and Inclusion Working Group meets on a frequent basis to review commitments, track progress and support and understand continuous improvement opportunities for diversity and inclusion
	Diversity & Inclusion Working Group	June 2018	Diversity and Inclusion Working Group members act as champions by role modelling our Cleanaway Values internally and promoting our brand at industry events
	Diversity & Inclusion Working Group	Annually	Report on Diversity and Inclusion achievements and progress on a regular basis in accordance with this plan
Reward and recognise inclusive behaviours and practices throughout our Cleanaway business	EGM Human Resources	June 2018	Include a recognition category into Cleanaway's reward and recognition program (STAR Awards) that promotes thinking inclusively
	Diversity & Inclusion Working Group	Ongoing	Promote internal successes, and profile diversity and inclusion achievements



Engagement and retention

Cleanaway is committed to actively supporting and creating opportunities for both existing and prospective employees to integrate work and life, irrespective of their life stage. Cleanaway aspires to provide an environment where flexible work options are genuinely considered, taking into account both business requirements and personal circumstances.



FOCUS AREA

Provide flexible working arrangement options.

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
Ensure appropriate practices, policies and procedures are established to enable flexible working arrangements	EGM Human Resources	June 2018	Flexible Working Policy signed off and published on Portal
	EGM Human Resources	June 2018	Promote flexible working arrangements in job ads and recruitment programs where possible
	EGM Human Resources	Annually	Review practical options in place that enable flexible working arrangements, and implement recommendations for continuous improvement
Provide upskilling to hiring managers on how to consider and facilitate flexible working arrangements	EGM Human Resources	June 2018	Introduce guidelines that will increase the number of flexible working arrangements across our workforce in both replacement and new roles



Diversity awareness

Cleanaway is committed to providing employment opportunities through education and work experience. We intend to develop a range of practical training programs that engage a broad cross section of people from the community.

FOCUS AREA

Increase employment opportunities for all through education and work experience.

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
Establish strategic relationships with educational providers at a national level that facilitate a pipeline of potential talent to Cleanaway	EGM Human Resources	June 2018	Increase employment opportunities at early career stages for individuals
Develop and implement key national training programs	EGM Human Resources	June 2018	Implement a national Aboriginal and Torres Strait Islander traineeship program
	EGM Human Resources	June 2020	Progress a national apprenticeship program structure
	EGM Human Resources	June 2019	Implement a national intern program structure
	EGM Human Resources	June 2019	Implement a national work experience program structure
	EGM Human Resources	June 2020	Implement a study assistance program
Initiate a structured transition to retirement program	EGM Human Resources	June 2019	Attract, support and maintain the health and well-being of mature workers by providing flexible work arrangements and education on transition to retirement
Establish strategic partnerships with ability-focussed suppliers to enable appropriate employment opportunities	EGM Human Resources	June 2019	Increase the number of employment opportunities available across Cleanaway to attract and retain individuals with special needs
Implement an engagement and wellbeing plan to enable a sustainable workforce through sustainable living	EGM Human Resources	June 2018	Embed a culture focussed on personal wellbeing through empowerment and ownership

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FOR GENERAL INFORMATION AND SERVICE BOOKINGS

Contact us for more information on how Cleanaway can add value to your organisation, or to arrange a visit from one of our representatives.
