

# *Making a sustainable future possible*

As an Australian market leader in total waste management, we provide the complete value chain – from collections, recycling and resource recovery – to contemporary landfill management – coupled with leading industrial and environmental solutions. We believe our role in shaping the future is vital, to making a sustainable future possible.




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An aerial photograph of a city at sunset, with a blue overlay box containing text and the Cleanaway logo. The city is visible in the lower half, with a mix of green trees and urban buildings. The sky is a deep blue with some clouds. The text is white and italicized, set against the blue background.

*Whether it's turning food waste into a nutrient rich soil enhancer; finding innovative and bespoke recycling solutions to help businesses achieve their sustainability goals; or the delivery of tried and true kerbside waste and recycling collection services – if there's anything that we can do to help, we'll be there.*



***... making a sustainable future possible.***

# 2016 snapshot

## Operations at a glance



**4,224**  
employees



**2,959**  
vehicles



**179**  
sites

**Australia-wide  
coverage**



## In the community



**+66**  
community  
organisations  
supported

**+\$580,000**  
invested in Australian  
communities



**+1,480**  
education  
programs  
held  
nationally

## Waste to resource highlights



**+145m kWh**  
of renewable energy  
generated



**+85,000t**  
of organic liquid waste  
re-used as nutrient



**+65,000t**  
of biosolid waste  
re-used as nutrient



**~130,000ML**  
of oil collected for  
re-processing



**~230,000t**  
of paper and  
cardboard recycled



**~11,000t**  
of plastic packaging  
recycled



**~22,000t**  
of steel recycled



**~120m m<sup>3</sup>**  
of landfill gas  
captured





## ***Cleanaway launches its first mobile app***

*Sustainability at your fingertips.*

Making the decision to recycle should never be difficult. In August 2016, we launched our first mobile app, making it easier for residents to better manage their household recycling and waste, including information on how to minimise the waste they generate. The new app can be downloaded for free from the App Store on iTunes or the Google Play Store, and allows users to find information about their local waste collection services, including when their bins need to be put out, when their recycling and green waste is due for collection, and what can and can't be recycled.

The app's key features include:

- A direct link to local council websites, providing information on
  - General waste, recycling and green bin collections;
  - Hard waste collection arrangements;
  - Where to find local transfer and recycling stations; and
  - Local council contact details.
- The ability for users to book a skip directly from the app<sup>1</sup>.
- Educational programs and information on sustainable waste management.
- Emergency spills information.
- A direct email link for users to provide feedback on our products and services.

<sup>1</sup> Where services are locally available.



# Investing in Resource Recovery and Recycling

*More capacity and more recycling options in Hemmant, Queensland.*

Our new Recycling and Resource Recovery Centre in Hemmant is an important way we're helping shape the region's recycling future. Replacing a 4,400m<sup>2</sup> facility, which has serviced the region since 1992, the new 6,000m<sup>2</sup> centre has the capacity to process 75,000 tonnes of recyclables per year – a 50% increase on the old facility.

But scale isn't the only improvement. The new, drive-through facility also supports the Cleanaway Harvest Service, making it easier for businesses to recycle packaging waste – such as plastic shrink wrap, cardboard and polystyrene – helping us achieve market competitive commodity rates for a wide range of recoverable products. Having this capability in close proximity to the Port of Brisbane provides easy access to export markets, and should mean big things for the future.

## PROCESS HIGHLIGHTS:

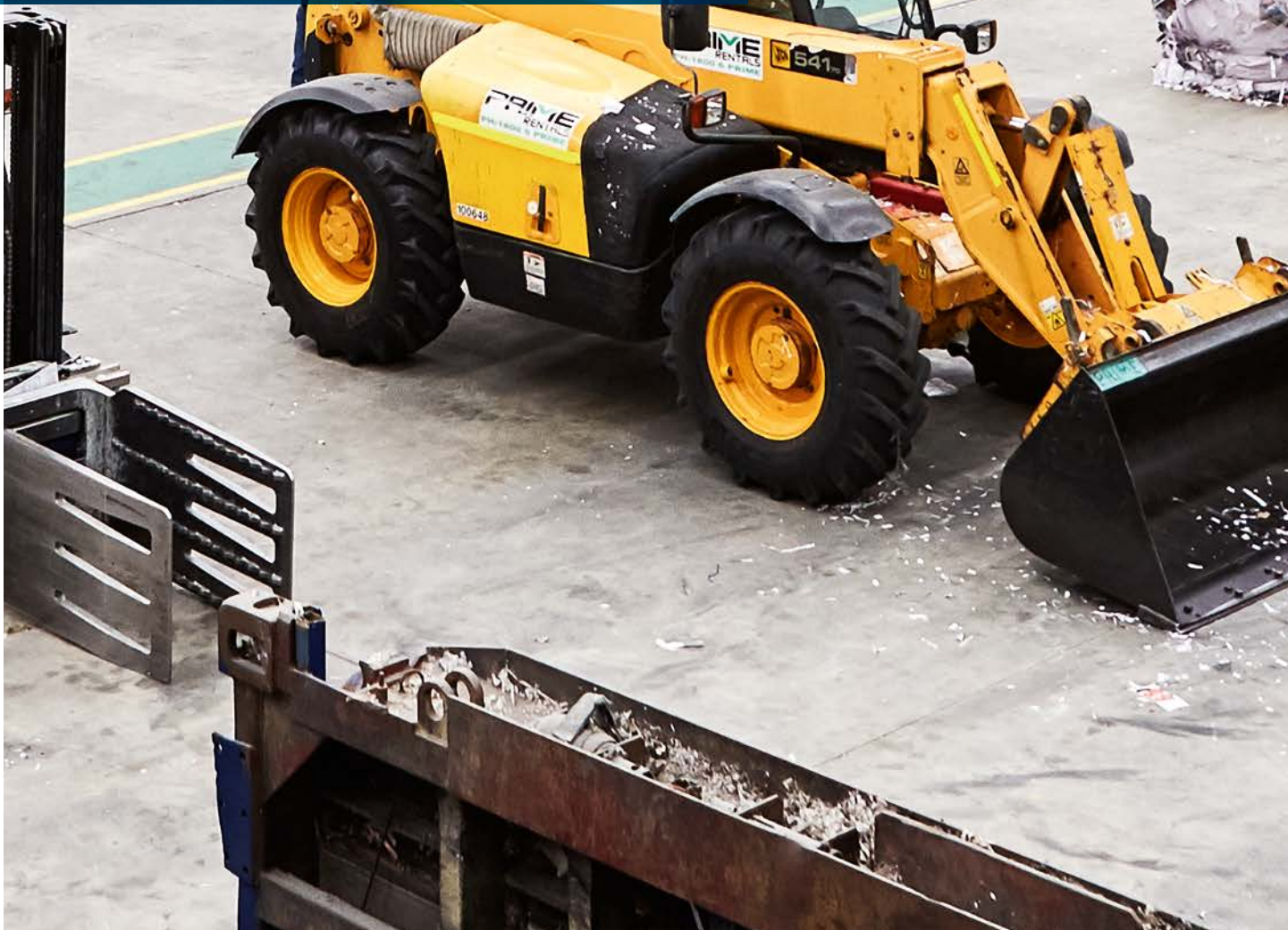
RECYCLABLES

MATERIAL  
RECOVERY

RESOURCE  
RECOVERY

RECYCLABLE  
COMMODITIES

COMMODITIES  
TRADING





## Sustainability in action

*Turning residual waste into energy through innovation.*

Each week we collect thousands of tonnes of residual waste from homes and businesses around Australia, and we're working hard to make sure we use it to its full potential.

In FY2016, we collected around 120 million cubic meters of landfill gas, enough to create more than 145 million kilowatt hours of renewable energy and power more than 36,000 homes for a year.

This is a significant step toward our mission of making a sustainable future possible, and something we're immensely proud of. Now, it's making a great business story too.

### PROCESS HIGHLIGHTS:

RESIDUALS/  
GENERAL WASTE

TRANSFER  
STATION

LANDFILL

GAS

ELECTRICITY  
GENERATION





## Not your average pioneer

It takes a great amount of courage to leave a steady job to pursue something more fulfilling, let alone when you're a mother of three teenage children. But that's precisely what Cass did after seeing an old, unhappy version of herself in a former colleague.

"I thought, I don't want to do this for the rest of my career. If I don't do something now, I'll never do it."

After tossing up a number of options in hospitality, it was Cass' husband, Noel, a side lift driver at Cleanaway, who provided the inspiration and suggested she apply for her Heavy Rigid driving licence.

"I giggled at first, but then I thought, I can do this."

Before she knew it, Cass had booked lessons, sat the test and passed.

Now, there are two Cleanaway side lift drivers in the Hughes household and Cass couldn't be happier. Cass is passionate about driving for Cleanaway, and the role that she plays with our customers, providing an essential service to our communities. She also has some advice for anyone else looking for a career change later in life.

"If you are not happy, at some point you have to take responsibility. It is up to you to make a change and think outside the box. It might be hard, you might think no one will give you a chance, but keep going. Fear of change is nowhere near as scary as putting up with a job you're not happy with."

**CLEANAWAY**  
Making a sustainable future possible





# Our People

*Great policies, plans and strategies mean little without great people to implement them.*

In FY2016, we created a strong operating model, underpinned by our vision, values, strategic pillars and organisational fit for purpose structure. These elements, coming together as Our Cleanaway Way, create clarity of purpose and strong, measurable alignment and focus. Bringing our people along on the journey is critical to our ultimate success, and has been a focus over this past year. Our Cleanaway Way has brought rigour and discipline, as well as clarity across the business about why and how we do what we do each day.

## **Employee engagement**

Our 2016 company-wide employee engagement survey has shown a 15% improvement on 2014's score. The results showed that our people are strongly engaged with our values, and have more clarity about the future direction of the business as well as the part they play in our success. This clarity has enabled improved alignment, evident in our employees feeling like they're on the same page as their managers, with high scores relating to senior leadership and engagement.

There are already a number of programs in place to build on this positive momentum into FY2017.

## **Diversity and inclusion**

By daring to think and act differently, we're actively making a difference to inclusion and diversity in the workplace. Beyond gender, age, background and race, we believe it's just as important to have a diversity of thought and perspective within the business, if we are to become a truly representative workplace.

Through FY2017 and beyond we're driving inclusivity programs, including:

- Building our understanding of current diversity within our workforce;
- Education and training on cultural awareness;
- Creating a better understanding amongst employees of conscious and unconscious bias;
- Providing mentoring opportunities within our workforce to drive all aspects of our diversity measures; and
- The creation and launch of our first Reconciliation Action Plan.

## **Reconciliation Action Plan**

We're currently drafting our first Reconciliation Action Plan. Its launch in late 2016 will be a positive step forward and a focus for coming years – both in our commitment to diversity and toward fostering reconciliation within the broader Australian community.



## Paintback®

*A world first initiative that  
does what it says on the tin.*

In April 2016 we were proud to support the launch of a world first initiative. Created by the Australian paint manufacturing industry to reduce the volume of waste paint which ends up in landfill, Paintback® aims to collect more than 45,000 tonnes of waste paint over the next five years. Not only will Paintback® see waste paint diverted from landfill, but it will also maximise the value of the recyclable materials.

A growing network of Cleanaway and Council drop off points in every state and territory mean it's easier for professionals and DIY painters to do the right thing and responsibly dispose of waste paint. Using specialist machinery, we then extract the paint, allowing the containers to be recycled, as well as maximising beneficial reuse through best-practice processing of both water and oil based paints.

### PROCESS HIGHLIGHTS:

LIQUID AND  
HAZARDOUS  
WASTE

TREATMENT

SOLVENTS

WATER

RECYCLABLE  
COMMODITIES







## Our partnerships

*Helping Australian businesses achieve their sustainability goals.*

We believe that environmental sustainability and business have a beautiful future together. Cleanaway's waste audits deliver critical insight into the nature of waste generated by businesses, which helps us create tailored solutions to divert more waste from landfill and ensure we recover and recycle more valuable commodities. This, in turn, helps our customers meet their sustainability targets and is another way we're working hard to make a sustainable future possible.

Cleanaway's waste audit program helps our customers identify:

- Disposal errors which can lead to high contamination rates and low recycling rates.
- Valuable commodities which can be recovered, creating potential revenue streams.
- Opportunities for new resource recovery and recycling streams.
- Operational processes that cause stock loss and carry large opportunity costs.
- Poor stock management practices that cause product damage and unnecessary wastage.

Our waste audits not only help customers better understand their waste, providing them the knowledge to help improve their sustainability outcomes, they also produce unique insights which can lead to operational business improvements driving increased profit. A win for all.





## Albury Organics

*Positive reinforcement brings positive results.*

Albury City Council and neighbouring shires recently shifted the focus of their kerbside collections from landfill to recovery, by reducing general waste pickups to a fortnightly service, and introducing a weekly organics collection. Since launching in April 2015, we have collected an impressive 22,000 tonnes of organic waste from homes and businesses throughout the region. Even more impressive are the recovery rates, which have seen 84% of organic waste and commingled recycling diverted from landfill, with organic contamination rates averaging 1.3%.

As well as collecting the waste, we are also responsible for converting the organic waste into compost. We have partnered with a local facility to date, but will this year lodge a development application for our own local composting facility. The new facility will incorporate Gore™ Cover composting technology, which simulates enclosed composting on an affordable, mass scale.

### PROCESS HIGHLIGHTS:

ORGANIC AND  
GREEN WASTE

RESOURCE  
RECOVERY

COMPOST  
FERTILIZER  
AND SOIL

CROPS AND  
GARDENS





# Environment

## Minimising our impact

### Supporting a sustainable environment.

Just as we help our customers manage their environmental impacts, we also carefully manage our own.

We recognise that the collection, transport, treatment and disposal of waste has the potential to cause environmental impact. We believe that we can make a sustainable future possible, and that's why we work hard to minimise our impact on the air, water, land and the communities in which we operate.

We are focussed on building on the knowledge gained and the successes achieved, as well as investing in new techniques, technologies and other innovations. So we're not just following best practice, but redefining it year on year.

### Sustainable landfill management

Our modern, highly engineered landfills are the product of sophisticated design, and provide a safe and effective way to dispose of waste material. They help ensure we don't leave unacceptable legacy issues for future generations to manage. They are designed and operated to ensure that regulatory requirements are met or exceeded, and to minimise concern from our neighbours and the surrounding communities. Monitoring the ongoing safe operation of our landfills is a daily occurrence.

Over FY2016 we made significant investments in gas collection and monitoring infrastructure, as well as leachate management and stormwater retention.

We installed more than 100 new landfill gas monitoring bores, and have plans for a further 70 to be installed this year.

The design of our modern landfills also maximises the potential for the capture of valuable energy resources in the form of landfill gas. Harnessing the naturally produced landfill gas, we generated over 145 million kWh of renewable energy in FY2016, which is enough to power more than 36,000 homes.

We will continue to invest in landfill-gas-to-energy projects. As an expert in the collection of landfill gas, we continue to look for new opportunities to harness and maximise the value of this natural resource.

### Tackling greenhouse gas emissions

Greenhouse gas emissions remain an important issue for the community, as well as for our customers. We continue to work to proactively manage greenhouse gas emissions, through best in class management of landfill gas and by working with our customers and the wider community to create awareness in managing waste impacts.

Our Scope 1 and Scope 2 greenhouse gas emissions for FY2016 were approximately 559,000 tonnes CO<sub>2</sub>-e, which represents an increase of 14% from the prior year. This increase is attributed to the full year effects of the acquisition of the Melbourne Regional Landfill. Excluding the effects of the Melbourne Regional Landfill, underlying greenhouse gas emissions reduced by 2%.

Ongoing management of these emissions is being targeted through continued investment in gas collection and monitoring infrastructure.

### Renewable Energy Generated

(million kilowatt hours)

**+145m kWh**

### Greenhouse Gas Emissions

(tonnes CO<sub>2</sub>-e)

**559,000t**





## Cleaning up Australia

*A new partnership for a sustainable future.*

After years of joining in with the rest of the nation on Clean Up Australia Day, we've made it official and signed a multi-year, national partnership with Clean Up Australia. As a year-round advocate for sustainability and conservation, we're thrilled to officially be a part of a program that has made such a massive contribution to the way Australians think about the environment. First launched in 1989 as an initiative to clean up Sydney Harbour, Clean Up Australia Day and year round events now attract close to one million active volunteers who remove the equivalent of 16,000 ute loads of rubbish from nearly 8,000 locations every year.

Clean Up  Day



# Part of the Community

## *Proud supporters of Australian communities.*

Great neighbours help build great communities. That's why we're committed to building strong, trusted relationships with the communities in which we operate.

In FY2016, we held more than 60 Community Information Sessions at various locations around the country.

We believe in making a sustainable future possible – and we know that the next generation are the ones who will help us. That's why we are passionate about educating schools about better waste management and recycling practices.

During FY2016, we ran more than 1,480 school education sessions, engaging more than 38,100 students.

We have a proud history of supporting Australian communities – from small, regional sporting clubs and festivals, to national community organisations and charities.

During FY2016, we invested over \$580,000 in Australian communities, supporting more than 66 community groups across Australia.

**Community  
Information  
Sessions**

**+60**

**School  
Education  
Sessions**

**+1,480**

**Students  
Engaged**

**+38,100**

**Investment  
in Australian  
Communities**

**+\$580,000**

**Community  
Organisations  
Supported**

**+66**

## **Camp Quality**

### *Supporting those who support others.*

Proving that laughter is indeed the best medicine, in 2016 our Melbourne head office took on the challenge of raising funds for Camp Quality.

Over the course of three weeks, and a number of different activities, the team worked together to raise funds to support Camp Quality's travelling puppet show for primary schools which answers all the difficult questions kids have about cancer, dispels common myths and teaches students how to be supportive and understanding of kids living with cancer – preventing bullying and exclusion.

This continues a proud tradition within Cleanaway of supporting those who work hard to support others – including Starlight Foundation; Beyond Blue; Movember; National Breast Cancer Foundation; and many other local charities and community organisations.





# Safety

## Striving to GOAL ZERO

The safety of our team and the community in which we operate comes first, last and everything in between.

Creating an injury free workplace is at the heart of every decision we make.

We track our progress towards an injury free workplace through improvement in our total recordable injury frequency rate (TRIFR), which has reduced by 66% over the last five years.

Our year on year TRIFR improved by 11.9% from 2015, which is encouraging as we continue to strive towards GOAL ZERO. This has been supported by a continued improvement across our suite of leading performance indicators.

At Cleanaway, our safety focusses on four key pillars:

1. Safe behaviours;
2. Fit for purpose equipment;
3. Safe systems of work; and
4. A controlled work environment.

Underpinned by a consistently visible demonstration of our commitment to safety excellence, increasingly standardised ways of working, and a capable and engaged workforce, we firmly believe that we can achieve GOAL ZERO.

During FY2016 we implemented a number of new processes to ensure agile, enterprise learning from incidents and significant near misses. The renewed focus on understanding and embedding lessons learnt into the way we work will help us to not only manage risk but importantly avoid repeat incidents in the future.

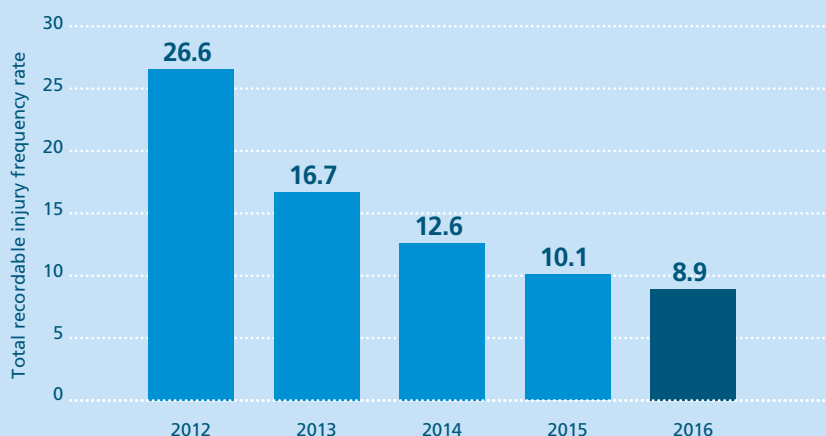
We are committed to fostering a strong safety culture and improving safety leadership across the business – where our people keep their safety, and that of their workmates, front of mind always.

Total recordable  
injury frequency  
rate

**8.9** TRIFR

↓ **11.9%** from 2015

### We will keep striving until we reach GOAL ZERO



Note – comparative periods have been adjusted to exclude divested businesses.  
Numbers restated from those originally published to ensure comparability over time.





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