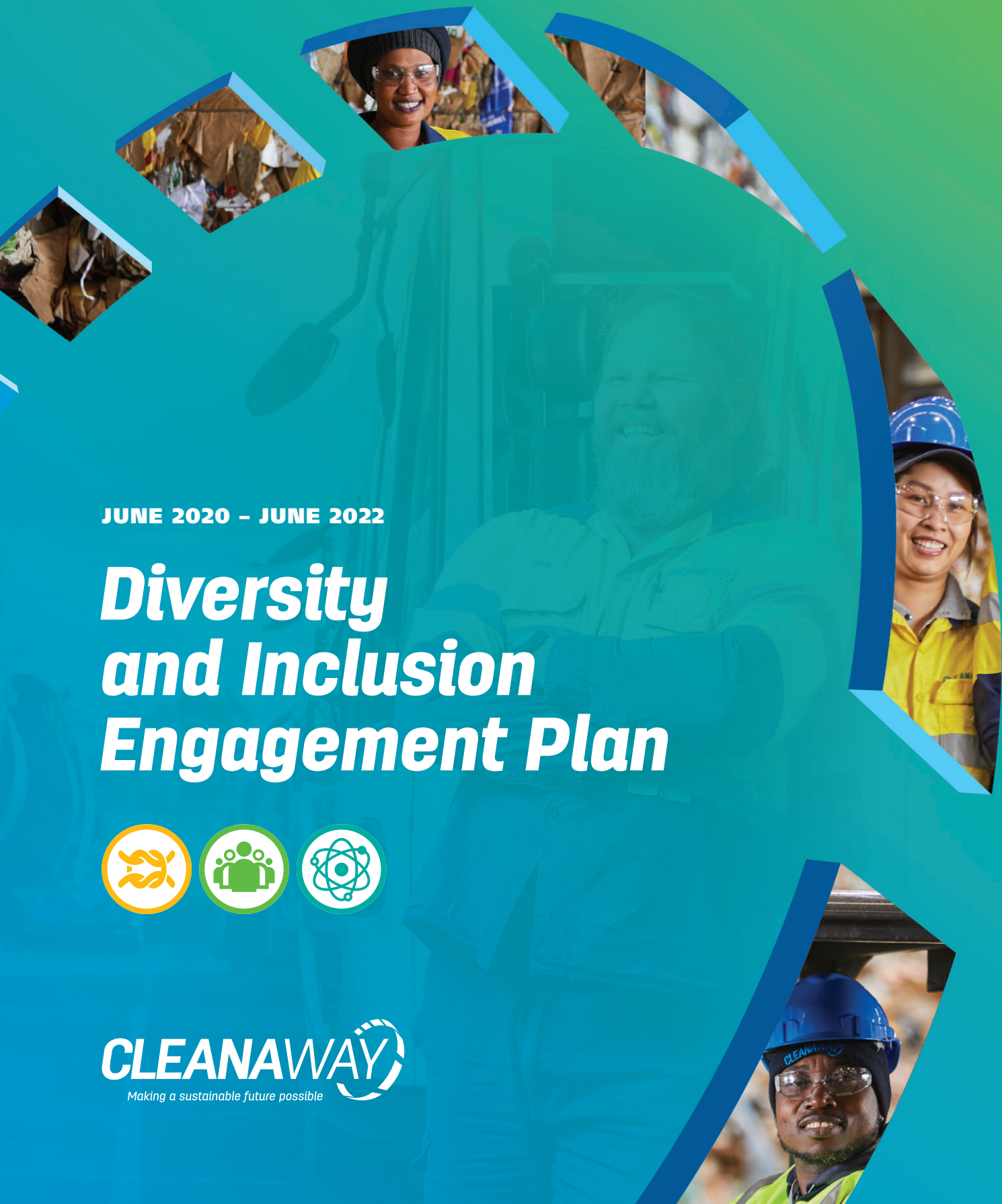


JUNE 2020 – JUNE 2022

Diversity and Inclusion Engagement Plan



CLEANAWAY
Making a sustainable future possible



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 reconciled Australia.



Foreword

Our first D&I Engagement Plan 2017 – 2020 (Plan) covered a broad range of inclusive initiatives. During the three years, we learnt that although a broad focus was achievable in many instances, narrowing our focus for 2020 – 2022 will ensure a greater fit for purpose D&I engagement approach for Cleanaway to achieve a meaningful difference of inclusion.

We are proud of the achievements made during the period of our first plan, including:

- Ongoing reporting on remuneration gender pay parity showing positive progress of closing the gap
- Updated Parental Leave Policy and Guidelines, including increasing the make-up pay from 14 weeks to 18 weeks and aligning it with pay cycle, as opposed to being paid in retrospect upon return from leave
- Development and implementation of unconscious bias e-learning induction module
- Addition of a new Star Award category to promote and reward inclusivity
- Implementation of national Apprenticeship Program, Internship Program and Study Assistance Program, along with a three-stream Graduate Program
- Promotion of International Women's Day, ANZAC Day, Reconciliation Week, NAIDOC Week and R U OK Day
- Updating our Respectful Workplace Policy, the development of an e-learning induction module and face to face training
- Promotion of internal diversity and inclusion achievements regularly on social media platforms
- Our active D&I Working Group, who facilitated and monitored the implementation of the plan's actions and targets

Our first plan was created for a three year period, with a focus on gender, along with diversity of background and mindset. Considering the learnings from our achievements and challenges during this time, we have put together a new plan outlining our focus for the next two years.

We are pleased to introduce our 2020 – 2022 D&I Engagement Plan comprising of three pillars:

- *Engagement*
 - *Workforce Profile*
 - *Awareness & Development*
- underpinned by a commitment from our leadership team to a genuine and pragmatic approach toward diversity and inclusion. Our progress and achievements will be governed and continuously reviewed by our committed D&I Working Group.

Our Mission, Vision and Values

Our Mission is to make a sustainable future possible – for our employees, customers, the communities where we operate and our shareholders. A key and critical part of this mission is ensuring that we value and support diversity and inclusion throughout our workforce and that we do so sustainably.

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

Our D&I commitment has a particular alignment with one of our values, Stronger Together. This value states that – *Building from a place of strength, we are focused on creating something stronger than the sum of our parts each and every day.* Stronger Together supports our openness and commitment to build and benefit from a diverse and inclusive workplace.



Our vision for diversity and inclusion

At Cleanaway, our workforce is made up of people with diverse backgrounds, skills, experiences and needs. We value diversity and inclusion and recognise the benefit it brings both to us as an enterprise, 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.

As we have completed our first D&I Engagement Plan 2017 – 2020, our intent with this 2020 – 2022 Engagement Plan is to persist to build a culture where we all understand that each individual is unique, and embrace this diversity to continue to strengthen our business by way of fostering inclusion.

By making these focused commitments 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 teams and communities where we work.





Our business

Cleanaway is Australia's leading total waste management solutions provider, delivering recycling, industrial, environmental and health services industry, business, government, communities and households across Australia.

DIVERSITY AND INCLUSION PLAN 2020 – 2022

With a mission is to make a sustainable future possible Cleanaway transforms waste into valuable commodities that not only offer extraordinary benefits for customers, but for communities and generations to come. In 2018, Cleanaway welcomed Toxfree and Daniels Health into the group, further extending our service capability.

Listed as one of the top 100 companies on the ASX, (ASX: CWY), Cleanaway have more than 6000 highly trained staff supported by a fleet of almost 4,500 specialist vehicles, working from a network of more than 260 locations around Australia.

We offer our customers an unrivalled capacity to collect, process, treat, recycle or safely dispose of any type of waste with a substantial network of fleet and state-of-the-art material recovery facilities, transfer stations, engineered landfills, liquid treatment plants and refineries.

Because we see all waste as a resource, managing Australia's waste needs isn't a matter of asking "Where does it go now?", but "What can it be next?". Our experience and expertise in the industry means we're always finding better, smarter and cleaner ways to make a sustainable future possible.



CEO's Statement

I am proud to present Cleanaway's second Diversity and Inclusion Engagement Plan (2020-2022).

In the three-year period of the first plan we learned a lot as a business, particularly through our integrations including Toxfree, Daniels and the team from SKM Recycling. Getting to know those businesses and the talented people within them gave us a great appreciation for the competitiveness, flexibility, and resilience that diversity brings. Whether it's a different background or a different way of thinking, we see how our business is stronger with those perspectives being heard.

Over that period we also reviewed our values as part of Our Cleanaway Way. Following a company-wide survey that included options from Cleanaway's existing five values as well as values held by Toxfree and Daniels, we introduced a new value in 2019 – Stronger Together. Our Stronger Together value perfectly encompasses our vision for diversity and inclusion at Cleanaway, representing not just the thread that bring us together but the ambition that we share as a collective.

Our three D&I pillars of Engagement, Workforce Profile and Awareness and Development will give us focus to not just increase diversity across Cleanaway but to embed inclusive behaviours that ensure we give all staff the best opportunity to success. This will also help us to attract new and emerging talent, as part of our vision to be an employer of choice in Australia.



When I visit our sites and speak to people about their role in our business, I'm consistently impressed by the unique insights that new and developing team members bring. I truly believe that by creating an environment of inclusion, where different perspectives are celebrated, our people will continue to grow and develop in their skills as leaders and subject matter experts. We will grow faster and be a better company for that.

Over the next couple of years we will continue to see change within Cleanaway, and the industry in which we operate. Our workforce of diverse, engaged and talented people will strengthen our connection with customers, the community and each other, to work together to make a sustainable future possible.

Vik Bansal
CEO AND MANAGING DIRECTOR, CLEANAWAY

Pillars for success

Our Diversity and Inclusion Engagement Plan is built on three pillars which will ensure we continue to grow and nurture a diverse workforce by increasing representation of difference and improving inclusiveness across the business. This includes attracting, retaining and developing key talent within Cleanaway while balancing meritocracy, fairness and equality.

The three 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 Cleanaway's Diversity and Inclusion Working Group.



ENGAGEMENT Stronger Together

Our Stronger Together value speaks to the strength and resilience our business achieves by leveraging the diversity of experience, background, education and perspective from across our workforce. By promoting awareness, increasing education and communicating different stories of diversity within our business and to our stakeholders, we will improve inclusivity and the recognition of our company as an employer of choice.

WORKFORCE PROFILE

Demographics & Female Participation

Our diversity and inclusion focus considers our workforce profile from the perspective of our demographics – multi-cultural / ethnic diversity and age as well as our current focus of female participation. The aim is to create a greater awareness and appreciation of our already diverse workplace and demonstrate inclusiveness through recruiting, developing and retaining a workforce that reflects the make-up of the Australian.

AWARENESS & DEVELOPMENT Learn & Do

Cleanaway is committed to providing training and development opportunities as well as introducing formal reward and recognition for inclusive behaviours. Cleanaway supports fair and merit based career opportunities for employees to progress within the enterprise. Cleanaway is committed to providing employment opportunities through education and work experience. We will develop practical training programs that engage a broad cross section of people from the community.

DIVERSITY AND INCLUSION (D&I) WORKING GROUP

The Cleanaway D&I Working Group are volunteering or nominated employees whose roles cover a broad scope of the enterprise. The Working Group is sponsored by the EGM – Human Resources and the General Counsel & Company Secretary. The Group is responsible for implementing our diversity and inclusion vision and policies, for advising on diversity and inclusion needs, and ultimately to progress diversity and inclusion initiatives throughout our business.

If you wish to volunteer or nominate an employee for the Working Group, please contact the Head of HR Services.



Engagement

Our Stronger Together value speaks to the strength and resilience our business achieves by leveraging the diversity of experience, background, education and perspective from across our workforce. By promoting awareness, increasing education and communicating different stories of diversity within our business and to our stakeholders, we will improve inclusivity and the recognition of our company as an employer of choice.



STRONGER TOGETHER

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
Maintain a national Diversity & Inclusion Working Group to facilitate and monitor the implementation of Cleanaway's diversity and inclusion commitments	Diversity & Inclusion Working Group	Bi-monthly	Ensure the Diversity & Inclusion Working Group meets to review commitments, track progress and support and understand continuous improvement opportunities for diversity and inclusion
	Diversity & Inclusion Working Group	Ongoing	Diversity & Inclusion Working Group members provide a framework for identifying and promoting diversity and inclusion initiatives by publishing calendars, toolkits and communication internally to people leaders and across internal communication channels
	ExCom, ELT, people managers throughout business	Ongoing	Based on the framework provided by the Working Group, people leaders identify the most relevant, relatable and achievable initiatives for their sites and branches to promote inclusive behaviours and increase diverse representation
	Diversity & Inclusion Working Group	Six monthly	Report on diversity and inclusion achievements and progress on a regular basis in accordance with this plan and proactively address plan shortfalls
Reward and recognise inclusive behaviours and practices throughout our Cleanaway business	Diversity & Inclusion Working Group	Ongoing	Promote our STAR Awards annual recognition program for diversity and inclusion
	Diversity & Inclusion Working Group	Ongoing	Promote internal successes, and profile diversity and inclusion achievements through various communication tools and mediums
Establish a communications plan supporting the successful delivery of the plan	Diversity & Inclusion Working Group	Set annually and monitored at bi-monthly meetings	Establish and regularly review the agreed communications plan to ensure delivery and new opportunities are identified and acted upon
	Diversity & Inclusion Working Group	Annually	Report on diversity and inclusion achievements regarding measurable targets and progress on a regular basis
Ensure supportive engagement around health and wellbeing through various mediums	EGM Human Resources	Ongoing	Provide fit for purpose EAP support through individual counselling, communication and education from our nominated LifeWorks Platform
	EGM Human Resources	Quarterly	Monitor and report EAP use through quarterly reporting, along with the LifeWorks Platform use, to actively manage trends of use



Workforce Profile

Our diversity and inclusion focus considers our workforce profile from the perspective of our demographics – multi-cultural / ethnic diversity and age as well as our current focus of female participation. The aim is to create a greater awareness and appreciation of our already diverse workplace and demonstrate inclusiveness through recruiting, developing and retaining a workforce that reflects the make-up of the Australian community.



WORKFORCE DEMOGRAPHICS

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	Annually	Coordinate events that recognise and celebrate multi-cultural and diversity events such as International Women’s Day, NAIDOC, R U OK Day, World Food Day
	Diversity and Inclusion Working Group	Annually	Provide opportunities and encourage employees across Cleanaway to engage, share and participate in diverse and local community activities
Increase awareness around our multi-cultural and ethnic workforce profile	EGM Human Resources	June 2021	Establish multi-cultural participation metric to increase our diversity profile reporting
	EGM Human Resources	June 2021	Review all onboarding, induction and ongoing training processes to ensure requirements/opportunities are facilitated appropriately considering potential barriers of language, culture, learning barriers
Increase awareness around our age group workforce participation	EGM Human Resources	June 2021	Establish age group participation metric for further meaningful reporting

FEMALE PARTICIPATION

ANNUALLY	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
Increase female employment participation rates across Cleanaway	EGM Human Resources	June 2021	Champion the delivery of our annual female participation targets
	Diversity & Inclusion Working Group	June 2018	Develop ongoing engagement activities such as recruitment campaigns, female mentoring program, sharing female profiles internally / externally, to attract and retain female employees
Ensure pay equity for both new and existing female Cleanaway employees	EGM Human Resources	Ongoing	Ensure remuneration is commensurate with market data and its position to market, based on the inherent requirements of the role
	EGM Human Resources	Annually July - October	Ensure female Cleanaway employees are equitably remunerated through our annual TFR review process
Encourage and support female representation at relevant industry and networking events	Enterprise Leadership Team	Annually	Encourage Cleanaway female employees to engage in a relevant industry or networking event within their state / territory or region
Establish continuous improvement opportunity from annual WGEA report	Diversity & Inclusion Working Group	Annually	Select a minimum of one continuous improvement opportunity from the annual WGEA report and deliver fit for purpose outcome



Awareness and Development

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

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



LEARN & DO

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 2021	Further implement unconscious bias training for Cleanaway employees
	EGM Human Resources	June 2021	Redesign and regularly update the D&I section in Portal, website and recruitment advertisement service providers sites
Introduce training programs to encourage collaboration and foster support throughout the Cleanaway workplace	EGM Human Resources	June 2021	Develop a female mentoring program supported by nominated mentors within Cleanaway
	EGM Human Resources	June 2021	Implement accredited Mental Health First Aid training for people leaders
Maintain Study Assistance Program	EGM Human Resources	Ongoing	Encourage Study Assistance program support
Develop and implement early career development programs	EGM Human Resources	Annually	Promote and maintain the Graduate program
	EGM Human Resources	Annually	Promote and maintain the Internship / Trainee program
	EGM Human Resources	Annually	Promote and maintain the Apprenticeship program
Establish strategic partnerships with ability-focussed suppliers to enable appropriate employment opportunities	EGM Human Resources	June 2022	Increase the number of employment opportunities available across Cleanaway to attract and retain individuals with special needs through work experience engagement

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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.
