



Making a sustainable future possible together

Cleanaway acknowledges the Traditional Owners of the lands 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.

Commitment to transparency

In this report, you'll learn about our progress over the last year (1 July 2021 to 30 June 2022) across our three sustainability pillars: people, planet and prosperity. We build upon our previous reports, with our last report published in September 2021. *

Our sustainability disclosures are reported against the Sustainability Accounting Standards Board (SASB) Waste Management Standard, and with reference to the GRI Sustainability Reporting Standards 2021 (GRI Standards), the United Nations Sustainable Development Goals (SDGs) and the recommendations of the Financial Stability Board's Taskforce on Climate-related Financial Disclosures (TCFD).

Questions about this report or sustainability at Cleanaway can be directed to:

 www.cleanaway.com.au/contact-us

*Unless otherwise stated, disclosures cover Cleanaway and the entities we controlled during the 12 months ended 30 June 2022. Our joint ventures are also discussed in this report but have not been included in performance metrics, except where explicitly stated otherwise.

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A message from the CEO

Audio accessibility

It is a privilege to present Cleanaway's FY22 Sustainability Report on behalf of the 6,800-strong Cleanaway team.

At Cleanaway, we strive to be the most innovative and sustainable waste management company, leading the development of the circular economy in Australia. For us, sustainability is centred around high-circularity, low-carbon solutions, with sustainability being core to our customer-led strategy, *Blueprint 2030*.

We have made important steps towards this aspiration over the last 12 months, notwithstanding the challenges of the coronavirus pandemic, extreme weather events and supply chain disruption.

Our people

We are present in the lives of millions of Australians every day through the customer solutions we provide.

We believe everyone has the right to work in a safe environment and return home without injury. Disappointingly, in a year that had an intense focus on safety, our performance has not lived up to expectation, with 83 of our colleagues sustaining injuries. We are not satisfied with that performance, and we are working intensively on initiatives to reduce the risk of injury.

Each day we strive to build a workplace that is safe, engaging and as diverse as the communities that we serve. Pleasingly, during the year we saw overall engagement increase from 66% to 67% across the organisation, where 71% of our employees say great things about Cleanaway and 68% strive to do their best.

From a gender diversity perspective, women in management positions increased to 25.5%, a 32% increase from last year.

Female participation in operational roles also increased by 16% over last year, to 7.4%. Increasing female participation across our workforce, and specifically in operational roles, remains a priority. This includes

heavy vehicle drivers that comprise a large proportion of our workforce and have traditionally been filled by male team members. During the year we commenced our Women's Driver Academies and combined it with a flexible roster to maximise our appeal to this under-represented part of the workforce.

Gender pay-equity is also a focus and each year we look to understand and close any emerging gaps.

Caring for the planet

With protecting the environment being a foundation, we now have an intense focus on ensuring we have strong environmental controls in place. It was encouraging to see a tangible and significant improvement in performance over the year.

Global extreme weather events of the past year remind us of the threat climate change poses to social, economic, and financial systems.

FY22 saw significant rainfall events in New South Wales and Queensland. Our New Chum Landfill site was particularly affected by the February 2022 floods that also impacted large parts of South East Queensland. The flooding of a landfill cell caused temporary off-site odour impacts and we acknowledge the significant concerns that have been raised by the local community. The team has been working tirelessly in close consultation with the regulator to minimise broader community impacts.

As a responsible corporate citizen, Cleanaway is serious about doing its part to mitigate climate change. I am pleased to report that we have delivered on commitments in our FY21 Sustainability Report, and established 2030 and 2050 greenhouse gas reduction targets for methane and carbon dioxide. Our targets are grounded in leading climate science, consistent with a 1.5°C trajectory, and underpinned by a suite of initiatives to support their achievement.

"This year we redefined protecting our people and the environment as the two foundations upon which Cleanaway operates to make a sustainable future possible together."

— **Mark Schubert**
CEO and Managing Director

Working towards a prosperous future

Blueprint 2030 establishes commitments and actions to accelerate our business moving from a linear to circular waste value chain, creating shared value for the environment, society and our stakeholders.

From the integration of the Sydney Resource Network assets to the recently announced acquisition of an organics processing business (Global Renewables Holdings), we are always looking to extend and integrate our leading network of infrastructure assets. In doing so, we will lead and accelerate the transition to a circular economy, while creating superior shareholder value.

We acknowledge the trust and confidence of shareholders in *Blueprint 2030* and look forward to successfully executing our plans that will contribute social and environmental benefits with increasing financial returns.

Finally, I wish to express my deepest gratitude to our employees. Your adaptability, determination and resilience through some incredibly challenging times and events this year was inspiring.

Where many see waste, at Cleanaway, we see a resource with extraordinary potential.

It challenges us to be innovative and unites us in our mission of making a sustainable future possible together.

Stay safe.



Mark Schubert
CEO and Managing Director



Performance at a glance

Sustainability is at the core of everything we do. As Australia's leading total waste management solutions provider, we're committed to playing our part in driving positive sustainability outcomes – for our employees, the community, the environment, and our customers.

Our operations



6,800+

Employees



5,900+

Vehicles



Approx.
280

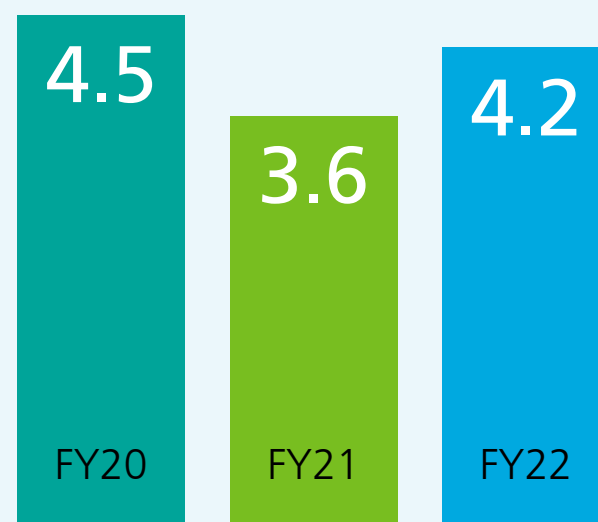
Sites



135+

Prized infrastructure assets

Safety and health (TRIFR)*

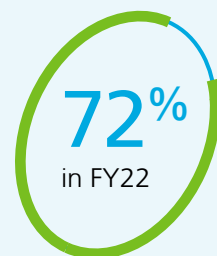


*Total Recordable Injury Frequency Rate is measured per million hours worked

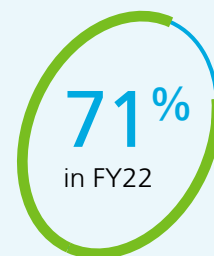
Employee engagement

67%

Employees actively engaged at work.
FY21 66%

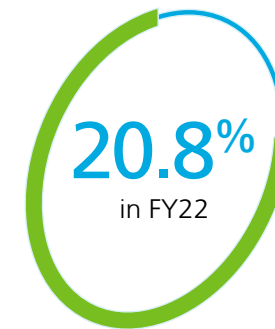


The overall Inclusion Rating was 72%, which reflects favourable responses to the three inclusion questions asked (page 32).



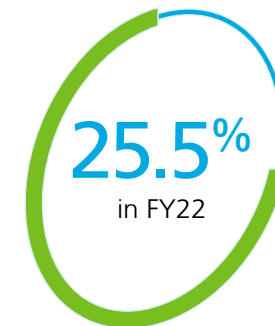
71% of employees continue to speak positively about Cleanaway to people outside of the business or recommend it to others who are seeking employment.
FY21 70%

Our people



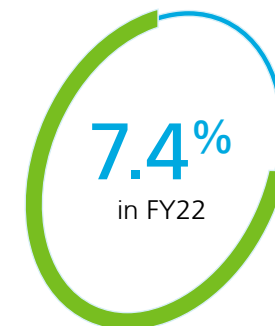
Proportion of women employed across Cleanaway.

Below target:
FY22 target 21%



Proportion of women in management roles.

Target exceeded:
FY22 target 22%



Proportion of women in operational roles.

Target met:
FY22 target 7%

Training and development

52,800+

Training packages and competency assessments delivered to our employees and contractors.

22 participants

Graduated from our Driver Academy for Women.

40:40 Vision

The 40:40 Vision is for women to fill at least 40% of executive roles in ASX200 listed companies by 2030.

In FY23 we introduced female participation targets aligned to the 40:40 Vision. We will challenge ourselves to achieve at least 40% women in the executive team (defined as CEO+1) by 2027.

We will also extend the target to achieve at least 40% women in leadership roles (defined as CEO+2) by 2030. We will continue to drive targeted initiatives in FY23 to attract, promote and retain women in our workforce.



Our planet

What we recovered

Each year we focus on recovering more resources from waste and returning commodities to the value chain for reuse.



Approx.
435kt

Paper and cardboard
FY21 ~474kt



Approx.
24kt

Plastic
FY21 ~29kt



Approx.
40kt

Steel and
aluminium
FY21 ~35kt



Approx.
2.6 Billion

Bottles were exchanged via container
deposit locations around Australia
throughout FY22*

More than
104ML
Used oil
FY21 ~113ML



Closed loop oil recycling

Our lubricating and engine oil collection and recycling services close the loop in oil usage, helping to reduce Australia's reliance on virgin refined oil.

Approx.
153Mm³
Landfill gas captured
FY21 ~108Mm³



Landfill gas captured

We're capturing the gas produced from the natural breakdown of waste in our landfills, turning it into electricity, then sending it to the grid, reducing our reliance on fossil fuel generated power.

Approx.
190GWh
Of renewable
energy generated
FY21 ~130GWh



Renewable energy generated

By using the gas that we capture from our landfills to generate electricity, we have produced enough renewable energy to power more than 38,500 average homes.

Approx.
1,212kt
CO₂-e

Total scope 1 and 2
greenhouse gas emissions
FY21 907kt CO₂-e



Managing greenhouse gas emissions

In Cleanaway's resource recovery activities, we target greenhouse gas emission reductions: both Cleanaway's direct emissions and emissions that would otherwise have occurred throughout our operations. Delivering on our FY22 commitment, we have established challenging yet credible 2030 and 2050 emission reduction targets and a suite of initiatives to support their achievement.

*Metric includes joint venture partnerships

Our community

We work in partnership with the community to ensure our contribution goes beyond the role of essential service provider. Education, social procurement and community donations are just some of the ways we participate, and make a difference.

Community investment and sponsorship:



\$13.0M+

Spent with Aboriginal and Torres Strait Islander businesses and social enterprises **FY21 \$10.1M+**



\$493,000+

In community sponsorships and donations **FY21 \$530,000+**

Working towards a prosperous future

Blueprint 2030 establishes our commitments and actions to accelerate our business moving from a linear to circular waste value chain. In FY22, we:



Completed the Sydney Resource Network acquisition, adding critical assets to support resource recovery and our organics strategy in New South Wales.



Expanded our footprint with Circular Plastics Australia; augmenting our Albury PET plastic pelletising facility that became operational in March 2022 with a second facility located in Victoria, scheduled to be completed early 2023.



Sourced products and services equivalent to 20% of our non-employee related operating expenses from small-to-medium sized enterprises.

Community and education sessions nationally:



2,390+

Sessions held
FY21 1,240+



32,000+

People attended
FY21 29,000+

Addressing modern slavery

In FY22, we continued assessing and addressing modern slavery risks in our supply chain and operations. Activities included:



Releasing our FY22 Modern Slavery Statement.



Conducting over 100 desktop audits of higher risk suppliers.



Completing three in-person independent audits of high-risk international suppliers.



Modern Slavery Statement



Making circularity a reality

The planet needs change; together we can make a sustainable future possible.

The planet has limits and we are surpassing them.

Global warming, the frequency of extreme weather events and the loss of biodiversity are constant reminders of the impact we are having.

The reasons are simple even if the solutions are complex. We take natural resources from the earth and make products from them, only to discard them as waste. That process is linear, inefficient and destructive.

But there is a better way; a way that makes a sustainable future possible.

Moving to a circular economy minimises waste and pollution. Natural and manmade resources are critical assets to be used over and over again, in the same or different products.

“We must transform every element of our take-make-waste system: how we manage resources, how we make and use products, and what we do with the materials afterwards. Only then can we create a thriving circular economy that can benefit everyone within the limits of our planet.”

– Ellen Macarthur Foundation.

Few companies are as well placed as Cleanaway to lead the development of a circular economy in Australia.

We will meet Australia’s complex waste needs by integrating and extending our leading network of infrastructure assets to provide high-circularity, low-carbon solutions.

Achieving a circular economy requires shifts in government policy, investment in technology and infrastructure, and a fresh look at how we design and deliver products and services. It requires governments, industry and communities to work together to overcome common barriers.

We don’t underestimate the strong leadership required, and we are up for the challenge. We are the natural leader of Australia’s emerging circular economy; harnessing opportunities from emerging at-scale waste streams, such as organic waste, to meet the country’s future resource needs.

Every day, we work with thousands of companies and local communities across Australia, on pragmatic solutions to manage resources. This represents a huge opportunity to accelerate the nation’s transition to a more sustainable future.

It is also a responsibility that energises our workforce, from our plant and machinery operators to our drivers and critical support functions.

Informed by science and decades of experience, we see potential where others don’t. By seeing waste our way, Australia can make its resources go round and round.

So, join us. Together, we can lead high-circularity, low-carbon solutions and contribute to a better environment, a stronger economy and a more inclusive society for us all.

 Understanding the circular economy

About us

Resource recovery at every opportunity.

As Australia's leading total waste management solutions provider, we are playing our part in driving positive sustainability outcomes.

To some, waste may seem like an ordinary part of everyday life, but we know it has extraordinary potential. We see all waste as a resource, so managing Australia's waste needs isn't a matter of asking "where does it go now?", but "what can it be next?"

For over 50 years, we have supported Australian businesses by delivering solutions that offer benefits not only to our customers, but also for our communities.

With a prized network of state-of-the-art facilities, transfer stations, engineered landfills, liquid treatment plants and refineries, we offer customers an unrivalled capacity to collect, process, treat, recycle or safely dispose of any type of waste. We are constantly looking for ways to increase our

network and capability, and recently completed the Sydney Resource Network acquisition, adding critical assets to support resource recovery in New South Wales.

We aspire to be the most innovative and sustainable waste management company and see this as fundamental to fulfilling our customer-led strategy, *Blueprint 2030*. Built on the foundation of zero harm to people and the environment, the strategy has a focus on creating superior value for all our stakeholders: by integrating and extending our leading network of infrastructure assets to provide high-circularity, low-carbon solutions, seamless customer service and value for money. This is how we're finding better, smarter and cleaner ways to make a sustainable future possible together. To find out more, visit the link below.

 [Blueprint 2030](#)



We aspire to be the most innovative and sustainable waste management company.

Solid waste services

We offer collection, recovery and disposal of solid waste, including putrescible waste, inert waste, household waste and recovered waste. This material is generally processed through our resource recovery and recycling facilities, transfer stations and landfills.

100,000+
Business customers

100+
Municipal councils

Industrial and waste services

We deliver specialised services for the infrastructure, industrial and resource markets. Our services include drain cleaning, non-destructive digging, vacuum loading, high-pressure cleaning, pipeline maintenance and CCTV monitoring.

1,800+
Customers

40+
Municipal councils

Liquid waste and health services

We offer collection, treatment, processing, refining, recycling and destruction of hazardous and non-hazardous liquids, hydrocarbons and chemical waste, and specialised product destruction. We support the health sector in the safe treatment and disposal of health-related waste, including sharps management, medical waste, pharmaceutical waste, hazardous waste and quarantine waste.

30,000+
Customers

10,000+
Medical waste

Who this report is for and how to read it

Our focus is on measuring and reporting sustainability risks, opportunities and impacts that are relevant to the people and organisations who matter most to Cleanaway.





This includes our customers, shareholders, employees, communities, policymakers and partners. We know we can't make a sustainable future without you. So, we are exploring innovations across our material topics (see Appendix 1) that make a real difference to people, planet and prosperity, alongside you, every day.



Visual devices found in this document



Visual devices have been used throughout the document as an aid to navigation.

- Pillar one: Our people
- Pillar two: Our planet
- Pillar three: Prosperity
-  Case study
-  Audio accessibility
-  Spotlight
-  Further information

Sustainable Development Goals

The Sustainable Development Goals (SDGs) are 17 interlinked global goals that act as a blueprint for peace and prosperity for people and the planet, now and into the future. The SDGs were established in 2015 by the United Nations General Assembly and are intended to be achieved by 2030.

In this report, we mark where Cleanaway contributes to achievement of specific SDGs using the standard UN iconography.

 **Sustainable Development Goals**

Employees

Cleanaway's purpose and values driven people bring the expertise to enable technological solutions for a circular economy, the labour to make it happen, and the commercial acumen to make it profitable.

We have over 6,800 employees at more than 280 sites across Australia, many of them in operational roles. It is only through our people that we can fulfill our mission of making a sustainable future possible together.

 **ESG Databook**

Customers

We have a unique opportunity to become a leading sustainable waste company as judged by our customers; a leader in high-circularity, low-carbon solutions that are delivered with great service and representing value for money

We know that customers no longer just want their bins collected and sent to landfill. Increasingly across our commercial, industrial and municipal customers, they want us to help them to achieve their sustainability goals. We see our customers as partners in achieving our mission to make a sustainable future possible together.

 **ESG Databook**

We have strong relationships with our key stakeholder groups and engage with them regularly to ensure that we are aware of their needs and concerns. For more detail on our stakeholders and how we engage with them, please visit:

 **ESG Databook**

Shareholders

Our shareholders comprise international and domestic institutional and retail investors. Our debt capital, banking and insurance providers are a diverse range of prime financial institutions and include the Clean Energy Finance Corporation, which provides loans for some of our projects. We have a comprehensive investor relations program, which includes our Annual General Meeting, analyst and investor briefings and meetings, investor days, site visits, roadshows, conference presentations, news summaries and our Investor Hub.

 **Investor Hub**

Communities

Australians are conscious about the impact waste has on the environment and, increasingly, the economy. As an enabler of the circular economy, we see our role as working in partnership with the community to ensure our contribution is more than just as an essential service provider. We are actively involved in supporting local communities. For us, support means having a real presence that makes a real difference. From building strong relationships through education and community engagement, to providing waste solutions and establishing local government partnerships, we work alongside our communities to make a sustainable future possible for everyone.

 **Education programs**

Pillar one

Our people



Our people are the driving force behind Cleanaway's success and it's only through them that we can fulfill our mission of making a sustainable future possible together.

Our purpose-driven workforce brings the expertise to enable technological solutions for a high-circularity, low-carbon economy, the labour to make it happen, and the commercial acumen to make it profitable. We continue the journey of fostering a workplace with an operational excellence culture and genuine diversity, equity and inclusion: providing safe, secure and meaningful employment for our people.

Safety, health and wellbeing

The safety, health and wellbeing of our people and the communities in which we operate is a foundation. We believe everyone has the right to work in a safe environment and return home without injury.

Our Health and Safety Policy outlines our commitment to our employees, contractors and stakeholders. It sets out our approach to health and safety across all our facilities and operations.

Our Lifesaving Rules underpin our approach to workforce safety, health and wellbeing. The purpose of these rules is to continually raise awareness of critical safety risks and the actions to take each day to prevent the most serious injuries or fatal incidents.

Our safety management system operates across the entire organisation and has been independently certified to AS4801, the Australian Standard for Occupational Health and Safety. The system enables all workers to perform their role and activities safely, and in accordance with our defined risk controls. In FY23, we will transition from AS4801 to ISO45001, the International Standard for Work Health and Safety Management Systems.

In FY22, we made a significant step in transitioning our approach to health and safety, by decentralising the safety team and embedding these resources into the business. This model best matches the current needs of the business, enabling safety specialists to work alongside operational workers.

A small central safety team has been retained to focus on risk reduction strategies, the provision of safe systems of work, and governance and assurance activities. The capability of this team has been augmented with the addition of two new resources: one dedicated to investigations and the other to assurance activities.

Despite the investment in safety, unfortunately, isolated yet significant safety incidents occurred this year.

Tragically, one of our drivers lost his life in a single vehicle accident while on his way to a customer in Alice Springs.

Two contractors also lost their lives on our sites. One incident involved work being performed while under the supervision of our landlord, and the other is believed to be a medical episode. Neither contractor fatalities were a direct result of performing work at Cleanaway.

While it was determined by the safety regulator and the coroner that the company was not at fault in any of the incidents, it does not take away from the loss and distress felt by our people.

As always, we assess and learn from these incidents to improve the safety of workplaces and the communities in which we operate.

Reducing the severity and likelihood of our most significant safety risks is a core focus area. The instance of recordable safety injuries, measured as TRIFR, has increased 3.6 to 4.2. This represented 83 instances where one of our teammates went home injured. We are not satisfied with that performance, and continue to work intensively on safety risk initiatives and workforce engagement, including: celebration of hazard identification and elimination through our #HazardHunt campaign; the Step Back, Refocus and Restart initiative; supervisor competency training; and increased second line of defence audits to monitor critical control effectiveness.

Our Lifesaving Rules align to our critical risks

Safe driving and approaching equipment

Ensure you are licensed and authorised. Drive to the conditions and avoid distraction. Approach vehicles/plant only after advising the operator.



Fitness for work

Come to work unimpaired by drugs, alcohol or fatigue.



Hazardous chemicals

Manage all hazardous chemicals in accordance with risk assessment and procedures.



Fire and explosion

Know and control the fire and explosion risks within your operation.



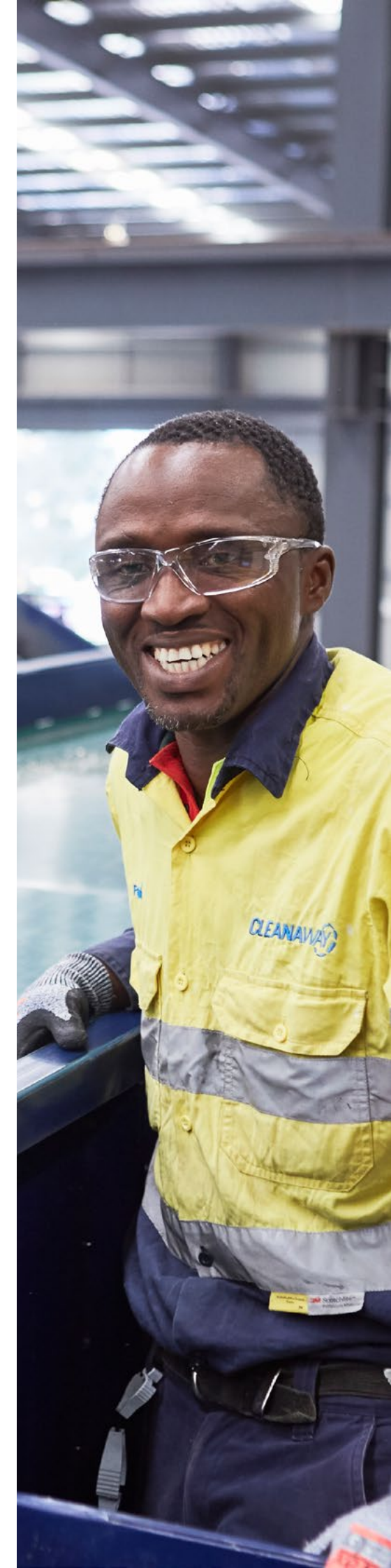
High hazard work

Ensure you have authorisation, correct permits and controls in place before undertaking High Pressure Water Jetting, Confined Space Tasks or Working at Heights.



Energy isolation and safety devices

Energy isolations are in place and verified. Ensure safety devices are operational, with any change requiring authorisation.



Elimination of critical safety risk is our objective, and where we can't, we work to minimise those risks so far as is reasonably practicable.

Critical safety risks

FY22 saw a continuation of our critical risk safety initiatives to refine and strengthen critical risk controls. In FY23, we plan to refresh our lifesaving rules to simplify our approach.

As Chair of the National Waste and Recycling Industry Council Safety Forum, we understand the importance of incorporating applicable best practices and learnings from our peers and other industries. Gaining insight into our critical risks and how to best manage them is core to Cleanaway improving safety performance, and we know there is more we can do here. Over the past 12 months we have:

- Interrogated high potential near misses, auditing available data and information to identify and manage emerging risks and incident trends before injury occurs.
- Involved operational employees through focus groups to ensure lived experience informs risk planning, and controls are both complete and representative of our operations.
- Engaged subject matter experts on key incidents, inviting constructive challenges to incident findings and recommendations.
- Undertaken an external review of certain higher-risk activities, challenging on-site controls to ensure they align with industry best practice and are effective in operation.

In June 2022, the Cleanaway Daniels facility in Dandenong South experienced a fire in the Hammermill Plant. This piece of key infrastructure treats and processes medical waste. While no people were injured during this event, and the impact to customers was minimised through the implementation of business continuity plans, the event was an important opportunity to reflect and learn. Following evaluation, alternate infrastructure and processes will be installed in place of the Hammermill Plant, eliminating the risk associated with the fire event.

Fire risk management

Fire is one of our critical safety risks. While the right policy framework, incentives and community behaviours are part of the long-term solution, we are acting now to improve fire management across key assets.

Our FY21 Sustainability Report highlighted the measures underway to reduce fire risk, including investment in internal specialist capability. Since then, the focus on fire has sharpened.

Existing fire and stock management controls at higher-risk sites will be supplemented by:

- Better detection and suppression capability.
- Portable ground-based water cannons to augment first response capability. Thirty-eight cannons have been ordered, with around double that number to be installed over FY23.
- Investigating the use of portable early detection devices.

These measures are additional to substantial activities that are already in place, including partnering with insurers to leverage their deep fire expertise as part of a targeted risk reduction program, and engaging fire maintenance contractors to ensure existing fire safety measures are effective and compliant.



Contamination and fire risk

Contamination of waste and recycling streams continue to create challenges for the waste and resource recovery industry. Fires within recycling facilities pose a risk to people, property, plant and the environment. A leading cause of fire is waste contamination; primarily, the incorrect disposal of batteries and battery-containing e-waste within recycling streams. This view is supported by the Cleanaway Recycling Behaviours report.

Recycling Behaviours Report

We work collaboratively with our peers to benchmark and identify best practices in managing this risk. We do this through the National Waste Recycling Industry Council and the Battery Stewardship Council, which are leading a push to provide accessible collection and recycling services for used batteries across Australia. We are also running a communications and education campaign to increase awareness of the risk of battery fires and encourage people to take batteries to e-waste drop-off points.



Case study

Automation makes high risk tasks safer at IWS Kwinana

The Cleanaway Industrial and Waste Services (IWS) teams perform High-Pressure Water Jetting (HPWJ) cleaning activities at many industrial sites across Australia.

HPWJ is a high-risk activity that includes hazards such as water jet injuries, potential exposure to flying debris, and exposure to noise. An added complexity is that HPWJ applications have a great deal of variation due to complex cleaning tasks, requiring the crew to work in challenging environments that are often in confined spaces and at height.

Innovation in process and technology to enable the safe automation of HPWJ tasks is a major objective of the IWS business. With this in mind the Cleanaway IWS team in Western Australia has developed a Long Reach Boom Water Blasting Unit for large industrial machinery cleaning applications.

In addition to being significantly safer, other benefits include reduced water usage, shorter set-up times, and reduced asset downtime.

The Cleanaway IWS Team in Western Australia has developed a Long Reach Boom Water Blasting Unit to eliminate the need for workers to perform hazardous tasks at height or in confined spaces.



Case study

#HazardHunt campaign sparks health and safety innovation across Cleanaway teams

In April 2021, the #HazardHunt campaign was launched to drive risk reduction through the structured identification and mitigation of safety hazards across our business. Workplace by Meta was chosen as the campaign platform to allow employees in diverse teams, sites and work environments to share ideas and raise awareness about observed hazards and actions taken to address them.

Fiona Camilleri, Branch Manager at the Ryde Resource Recovery Centre, set the bar high by sharing 33 separate #HazardHunt posts in one month, including some related to fire safety.

#HazardHunt has also assisted drivers to ensure vehicles are safe to operate in the environments they are in. In Mildura, most

Cleanaway vehicles have bullbars due to the remote regional location, long distances travelled and high likelihood of interaction with large wildlife, such as kangaroos and emus. Through #HazardHunt, several long-term engineering solutions for driver safety were devised for the new FOGO fleet, including bullbar reconfiguration to reduce risks to drivers.

Since inception, the #HazardHunt campaign has been incredibly successful and has helped our teams find and fix hundreds of safety and health hazards at our sites and those of customers. In FY23, #HazardHunt will spotlight high risk areas each month to reinforce safety as a foundation.





Case study

Ebony Rose Beilby | Women in Waste

Having recently passed her Heavy Rigid (HR) drivers licence test with flying colours, 21-year-old Ebony Rose Beilby is one of Cleanaway's youngest drivers.

Ebony joined Cleanaway in September 2020 at the Rokeby site in Tasmania, which specialises in technical and environmental services for liquid wastes. She enjoys working with the supportive Rokeby team, including opportunities to expand her knowledge and broaden her skillset.

Ebony is looking forward to progressing her career at Cleanaway and hopes to inspire others to follow in her footsteps.

"I'd love to work my way up the ladder, and possibly become a branch manager one day and give other people the same opportunity that was given to me...and with a lot of hard work and a positive attitude, it just might happen!"

"I had no tickets when I joined Cleanaway. Now I have my HR and forklift, dangerous goods and MSIC."

– Ebony Rose Beilby



Whether it's a different background or a different way of thinking, a diverse and inclusive workforce makes our business stronger.

Diversity and inclusion

Our employees have diverse backgrounds, experience, skills and needs. This gives us a deep appreciation of the competitiveness, flexibility, and resilience that diversity brings.

An important goal of fostering a diverse and inclusive workplace is increasing female participation across our workforce. Operational roles, including heavy vehicle driving, are the most widely held roles at Cleanaway and have traditionally been filled by male team members.

Cleanaway's Driver Academy for Women was launched in August 2022 to give women outside the waste management industry an opportunity to start a new career path as a heavy vehicle driver. To help increase female participation in the waste management industry, the academy is tailored to women, female-identifying and non-binary people who have never driven a truck before. This year, 22 participants graduated from the Academy and obtained their Heavy Rigid license.

We are continuing to expand the Driver Academy, with programs launching across the country, as well as extending into heavy machinery operation programs.

"Working at Cleanaway is amazing. We support each other as a driving group when needed, and my peers had zero difficulty in accepting me into the driving group."

– Lauren Coyle

Our Female Mentoring Program was launched in December 2021, with approximately 200 employees taking part. Participants were mentored by men and women who nominated as mentors. Their shared learnings and ideas will inform the FY23 program, to be launched in December 2022.



In FY23, we will introduce new female participation targets aligned to the 40:40 Vision.

Female participation

Throughout FY22, significant progress was made increasing the number of women employed across Cleanaway. However, we acknowledge there is more work to be done. We met and exceeded two targets but we fell short of our overall target for female representation. Some of the key improvements include:

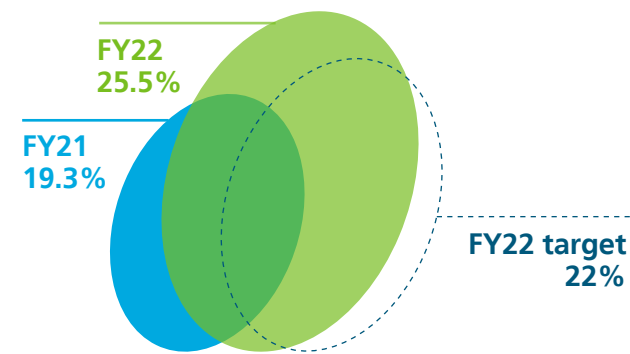
- A positive increase in female participation in operational roles; from 6.4% to 7.4%, and
- A positive uplift of women in managerial positions, from 82 to 135.

Effective from FY23, new female participation targets will be introduced, aligned to the 40:40 Vision. We have challenged ourselves to achieve at least 40% women in the executive team by 2027.

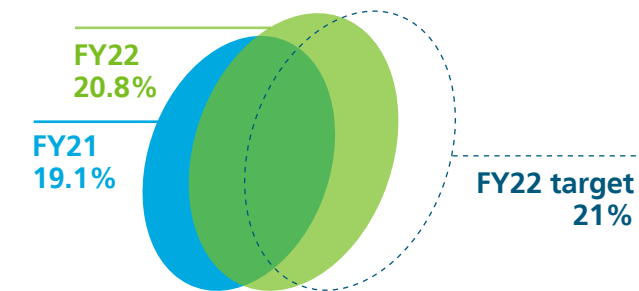
We are also extending the target to achieve at least 40% women in leadership roles (defined as CEO+2 by 2030). Progress against these targets will be included in future sustainability reports.

Our Board is accountable for reviewing (at least annually) the diversity and inclusion policy, diversity targets and initiatives, and progress toward their achievement. The Executive Team is accountable for achieving objectives set out in the Diversity and Inclusion Engagement Plan and reporting progress to the Board's Human Resources Committee.

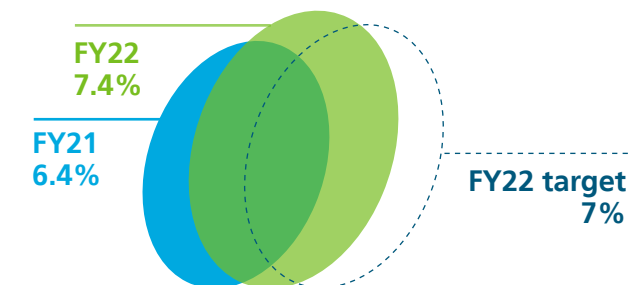
Responsibility for meeting specific targets from our Diversity and Inclusion Engagement Plan sits with the Diversity and Inclusion Working Group, Chief People Officer and Enterprise Leadership Team.



Females in management roles.
Exceeded the FY22 target by 3.5%



Overall female representation across Cleanaway.
Missed the FY22 target by 0.2%



Women in frontline operating roles in FY22.
Exceeded the FY22 target by 0.4%





Case study

Social enterprise TradeMutt turns mental health conversations into the talk of the town

When former tradies Dan Allen and Ed Ross founded workwear brand TradeMutt in 2018, little did they know that they would ignite a nationwide mental health movement. A year after starting their business, Dan and Ed launched This Is a Conversation Starter (TIACS), a free mental health chat, text and call-back service for industrial workers. Initially funded by TradeMutt shirt profits, the service and has provided 6,541 hours of free mental health counselling to 8,226 Australians.

TIACS is just one of the mental health initiatives kickstarted by TradeMutt. Next are plans to introduce Funky Shirt Fridays as a positive Australian working tradition encouraging Aussie workers to check-in with each other on a weekly basis.

Cleanaway's Narangba refinery operator, Matt Purontakanen, came across the TradeMutt online blog and introduced the social enterprise to Cleanaway's procurement team in 2021. Since then, over 2,600 TradeMutt workwear shirts have been ordered for our employees.

"I've dealt with depression and suicide in my family, so mental health is a topic close to my heart."

– Matt



Employee wellbeing

For many of us, work constitutes a large proportion of our life, so it is important people feel safe, supported and satisfied in the workplace. We are continually striving to improve the wellbeing of our employees.

Employee Assistance Program

Cleanaway employees and their families have access to an Australian-owned, innovative, and well-respected Employee Assistance Program (EAP).

The EAP provides our people with free and confidential assistance for work-related issues, such as change processes, conflict at work, career development, harassment or discrimination issues and work/life balance concerns. Managers can get specific assistance when supporting employees with their mental health. The EAP also provides support for personal issues such as relationship concerns, mental health issues including anxiety and depression, substance abuse, legal or money worries, nutrition and lifestyle, and child or eldercare. The program is also available free for employees' family members.

Supporting our people through the pandemic

Recognising the significant impact COVID-19 has had on our employees, we implemented a range of additional initiatives to support our workforce. For instance, last year, we introduced a temporary paid pandemic leave which was designed to give our employees financial and job security if they tested positive for COVID-19 or were listed as close contact and needed to isolate. Our goal was to keep our people safe by making sure that if they needed to stay home, they could, without adding the stress of potential unpaid leave.

Our employees also had continued access to the Mindfit program which had been introduced in FY21 in response to the COVID-19 pandemic. Facilitated by a mental health specialist and a clinical psychologist, the MindFit program provided our employees with preventive tools to help maintain mental health and wellbeing during the pandemic and natural disasters.

In FY22, over **2,900 employees** took up at least one day of pandemic leave with **91,000 hours** in total taken, to the **value of \$3.8m**. We see this as an investment in the health and security of our people and we're proud to have offered this option.





Case study

Floods in New South Wales and Queensland

Supporting our employees, customers and communities through natural disasters.

At the beginning of 2022, substantial rain and subsequent floods in New South Wales and Queensland impacted many employees, their families, local communities and our operations sites.

Record volumes of rain caused the Brisbane River to peak at its highest level since 2011. Within three days, up to 18,000 homes across southeast Queensland were inundated.

With support from Brisbane City Council, Cleanaway teams throughout the impacted regions sprang into action to assist in the flood clean-up operations. In total, over 100,000 tonnes of waste was removed as part of 'Operation Collect'.

"We are much better at helping our colleagues in need, which we saw in spades when our Queensland and Northern New South Wales colleagues suffered from the devastating floods. We quickly mobilised people and equipment from other parts of the country to assist our affected operations and colleagues and everyone dug in to help."

– Mark Schubert



A substantial portion of the commercial waste infrastructure in the region was impacted by the floods. Brisbane City Council commissioned seven temporary resource recovery centres across the city to assist residents with managing waste from recovery and general clean-up work.

Together with Brisbane Landfill and resource recovery centres in Nudgee and Willawong, we were able to facilitate after-hours disposal and bulk haulage transfer 24 hours a day, seven days a week.

During the peak of the flood recovery efforts, we tripled our workforce in Brisbane from 89 employees to approximately 250 workers. We deployed skilled labour from other Cleanaway sites to bolster support. The Queensland Solid Waste Services teams provided the extra drivers required for non-stop operations.

Supporting our operational workers were regional managers, safety and environment business partners, and finance and administration teams: all hands on deck to coordinate and manage the clean-up effort.

The floods also affected Cleanaway employees. The company supported them with temporary housing and in-kind assistance wherever possible. While we no longer see the images in the daily news, we know our people are still dealing with clean-ups, relocations and rebuilds.

We recognise the tremendous efforts of employees who continued to work with customers to maintain service delivery through a very difficult time.

We processed approximately 80% to 90% of the 100,000 tonnes of flood waste. Residual volumes were managed by other facilities contracted by Brisbane City Council.



Workplace culture and engagement

The culture of an organisation, to a large extent, determines the performance of the individuals that work in it and, by extension, the organisation's performance. We strive for a culture in which employees thrive.

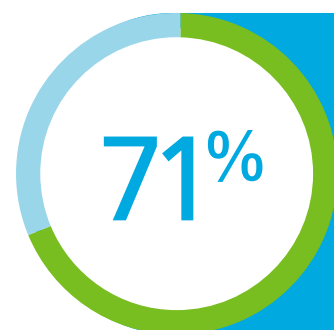
Engagement survey

Employee experience is tracked through an annual employee engagement survey which gives our people the opportunity to share their opinions about working at Cleanaway. The data and insights are used to continually improve our workplace and culture.

This year, optional diversity and inclusion questions were added. Forty-one percent of all Cleanaway employees completed this component. The overall Inclusion Rating was 72%, which reflects favourable responses to the three inclusion questions asked (I feel as if I belong at Cleanaway; I can be myself at work at Cleanaway; and, at Cleanaway, everyone can succeed to their full potential, no matter who they are) – as compared to the global average of 75% and ANZ average of 79%.

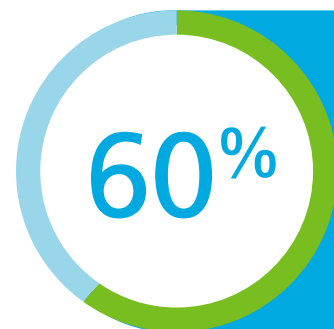
Say, Stay, Strive

In FY22, an overall engagement score of 67% percent was recorded, an increase of 1% on FY21. This score is calculated from responses to six questions that measure Say (what someone says about Cleanaway), Stay (level of commitment to staying with Cleanaway), and Strive (motivation for someone to go the extra mile for Cleanaway).



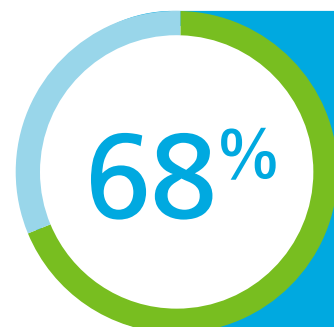
Say

This year the Say metric improved by 1% points on FY21, to a score of 71%. This means that most of us continue to speak positively about Cleanaway to people outside of the business or recommend it to others who are seeking employment.



Stay

With a score of 60% (down 2% points on FY21) we have room for improvement in the Stay metric. This area looks at how likely employees would be to stay at, or leave, Cleanaway if given the opportunity. This decrease is attributable to the tight employment market and low unemployment rates throughout FY22. We aim to improve workplace culture and highlight new career opportunities within the business to make Cleanaway a place everyone wants to stay long-term.



Strive

The Strive score came in at 68%, which is in line with FY21 and conveys that employees are striving to do their best. Employees can be proud of this score in a pandemic context where many challenges and changes continue to impact the way we work, and how we engage one another, every day.

Workforce equity

We are committed to providing a remuneration and reward framework that is free from bias concerning culture, ethnicity or other personal attributes. The framework seeks to provide all employees with an equal opportunity to be rewarded based on objective outcomes aligned to our overall business goals.

Our objective is to ensure people receive equal pay for equal work. While striving to achieve pay parity, minor variability may occur as a result of factors such as employee turnover, new to role, promotion and market related increases.

Periodically, gender pay is analysed through the annual Total Fixed Remuneration (TFR) Review and ongoing job evaluation and organisational design work. The key measure used to determine pay differential is a comparative ratio (compa-ratio), which measures an employee's pay rate by the mid-point of a given remuneration.

At the conclusion of FY22, our compa-ratio was 95.4% for males and 91.6% for women, representing an increase from FY21 (93.6% males and 91.1% females).

We anticipate this gender gap will close through FY23 with a combination of programmed and targeted initiatives, including out-of-cycle reviews, monitoring of new appointment pay levels, and focused consideration by leadership through the annual remuneration review cycle.

Our Diversity and Inclusion Policy Statement sets out Cleanaway's ongoing activities and cultural commitment. Refer to the link below for our Diversity and Inclusion Policy Statement.

[Diversity and Inclusion Policy Statement](#)



Employee engagement and experience: Workplace by Meta

To broaden the reach of our communications and create more places for discussion and sharing, we have partnered with Enablo (digital communication and engagement specialists) to launch Workplace (by Meta), a digital platform to facilitate and improve connection, collaboration, and engagement. All employees are invited to engage and connect via this platform.

Flexible employment and working

We value our employees and assist our permanent workforce, where operationally practical, to achieve personal, family, community, and individual goals by facilitating flexibility in working arrangements.

Cleanaway offers flexible employment and opportunities for employees and managers to discuss and agree upon changes as to when, where and how a person can achieve the right balance between work and individual needs, while meeting operational and customer requirements.

Types of employment and flexible working arrangements include: part-time work, job-sharing, hybrid work, flexitime, gradual re-entry or exit, compressed work week or any other arrangements proposed in addition to those set out in the policy.

Refer to the link below for Our Flexible Employment and Working Policy.

 Life at Cleanaway

Australian Traditional Owners engagement

Cleanaway values Aboriginal and Torres Strait Islander heritage, cultures and peoples, and recognise their unique position as the original custodians of Australia. Our vision is the full inclusion and participation of Aboriginal and Torres Strait Islander peoples (ATSI) in our operations and partnerships, which we strive for through education, employment, procurement and providing a culturally safe workplace.

As we embark on the next phase of our reconciliation journey, we will seek to engage an ATSI Advisor to lead the development of our third Reconciliation Action Plan and champion the ongoing Traditional Owners engagement program.

Other highlights throughout the year included:

- Spreading the message during Reconciliation Week and NAIDOC Week across the enterprise with various events held in FY22.
- Establishing a new joint venture via Grasshopper Environmental with Bungarribee Connection, supporting employment opportunities for Aboriginal and Torres Strait Islander people and providing funding for community programs in Western Sydney.

For more information on Cleanaway's partnerships and engagements with ATSI businesses and social enterprises, please see sustainable supply chain (page 48).

Case study

 Audio accessibility

Westley Trist | Bungarribee Connection

Westley Trist is the founder and owner of Bungarribee Connection, a joint venture with Grasshopper Environmental; our Sydney-based construction and demolition waste management company we acquired in 2021.

A proud Murrawarri man, Wes was born and raised on Darug Country in Western Sydney with strong family connections to Brewarrina and the Yuin Nation. Harnessing his more than 15 years of waste management experience, Wes founded Bungarribee Connection to deliver grass-roots community connections and provide customers in the construction sector a means to directly engaged with 100% owned and operated Aboriginal and Torres Strait Islander businesses.

The joint venture works in collaboration with Real Futures, an employment agency that supports Aboriginal talent, helping them to secure employment opportunities at Grasshopper Environmental and deliver tailored traineeships.

Support has also been provided via the joint venture to enable community-focused initiatives, such as the Baabayn Bottle Drive for Healing; a program to direct project spending as well as funds from collected 'return and earn' recyclables including cans, bottles and glass towards the Baabayn Healing Centre. The Healing Centre gives Aboriginal people in the Western Sydney community a place to meet and reconnect with their cultural and spiritual identity.

Wes holds fond memories of his time working with Cleanaway at Erskine Park and recognises the connection between our mission of making a sustainable future possible together, and the cultural responsibility Aboriginal people hold in caring for country.



Talent attraction and retention

Attracting and retaining the right people in a competitive job market means providing rewarding work and opportunities for career development.

We provide our employees with knowledge and skills development programs to ensure they feel challenged and motivated to succeed in their careers.

Cleanaway University is a central hub for learning at Cleanaway and is easily accessible for all employees. The hub is a gateway to our mandatory learning such as workplace health and safety, as well as external Cleanaway sponsored learning experiences.

We make a concerted effort to recognise team members who consistently go above and beyond to make Cleanaway a great place to work. Each year, the Star Awards program recognises employee performance across 11 categories.

In FY22, the Milestone Recognition Program celebrated the contributions of Ralph Aalbers and Mario Tesoriero, both of whom marked 40 years with Cleanaway: a remarkable achievement.

Graduate program

The two-year graduate program creates career pathways for recent graduates through hands-on experience and insight into Cleanaway and the waste management industry. The program provides recent graduates with entry-level skills, knowledge and opportunities to experience working in a range of areas. Our graduates who commenced in February 2020 completed their fourth and final rotations in December 2021. Following these placements, two graduates were successful in being appointed to full-time positions at Cleanaway.

Our nine FY22 graduates were selected from over 530 applicants to join our program. The graduates come from a broad range of studies including engineering, logistics and finance.

Labour practices

Having fair and equitable labour conditions is important to us. Labour relations are continuously evolving as we deliver services to meet customer needs now and into the future.

Our vision is to work collaboratively with our employees towards a common goal of sustainable business success. In doing so, job security, engagement and attractive employment conditions can be sustained. Last year, the parameters of our enterprise agreement negotiations were realigned to achieve fair and commercial outcomes. Our goal is to continue to develop labour practices that are:

- Progressive, agile, simple and clear
- Deliver value for customers, business growth and shareholder returns.
- Promote financial results and social inclusion.
- Are underpinned by a culture of governance and compliance.
- Utilise emerging labour relations concepts to assert and protect Cleanaway's rights.

Cleanaway currently has more than 106 enterprise agreements covering 56% of our staff. These agreements are currently being reviewed to ensure harmony across different business areas.

Due to the size and nature of the business, the workforce composition can vary at different points in time, with contract and labour-hire workers. We are just as committed to valuing, protecting and honouring our agreements with these workers as we are with our direct employees.



Pillar two

Our planet



Maintaining the health of our planet is vital. Unfortunately, there are environmental costs associated with the waste we all create, such as greenhouse gas emissions, loss of natural resources, and impact to ecosystems.

Through high-circularity, low-carbon solutions, we are up for the challenge of reducing the negative impact of the waste we all generate. However, we know we cannot do it alone.

Climate change

Global events of the past year remind us of the threat climate change poses to social, economic and financial systems. A collective effort from government, business and community is required to address this issue.

As Australia's leading total waste management company, Cleanaway understands and acts on its responsibility to maintain resilient services and assets while mitigating the impacts of climate change.

Climate risk and opportunity

Cleanaway identifies and manages climate change risk in alignment with the recommendations of the Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD).

In FY20, we undertook our first assessment of climate risk and opportunities. The assessment drew on two scenarios from the Intergovernmental Panel on Climate Change Fifth Assessment Report, with a time horizon of 2030:

- A low-emissions scenario of 2°C (RCP 2.6) was selected to stress test transition impacts arising from policy, regulatory and economic changes in the business environment from the transition to a lower carbon economy.
- A high-emissions scenario of 4.3°C (RCP 8.5) was selected to stress test physical impacts, such as those from increased temperatures, flooding, variation in rainfall, and extreme weather events.

Risks related to the physical impacts of climate change on our sites, such as the increase in frequency and severity of extreme weather events, were assessed. Transition risks were also identified, including: the decarbonisation of the economy leading to a contraction in carbon-intensive industries; reducing waste service demand from affected sectors; and the introduction of an explicit or implied carbon price.

Identified opportunities included: increased regulation to reduce embodied carbon emissions favouring the domestic resource recovery and recycling industry; growth in low carbon customer solutions; and, increased incentives to invest in Energy-from-Waste.

Subsequently, a deep dive assessment of physical climate risks was conducted in late FY21. A total of 263 assets were modelled for various hazards, including riverine and surface water flooding, coastal inundation, soil movement, extreme heat, forest fire, extreme wind, and freeze-thaw. Results suggest that in general, our assets are not highly impacted by climate variability.

The experience of damaging floods at New Chum this year (see page 60) makes very real the fact that climate impacts are already being felt, and risk assessments must be regularly revisited as extreme weather patterns and events emerge.

Our climate risk management approach will continue to evolve, with further work to embed climate risk considerations into strategic decision-making frameworks and refine governance over TCFD commitments.

In FY23, our climate scenario analysis will also be reviewed and refined to align with a 1.5°C pathway and as well as the possible medium and long-term risks associated with carbon pricing and transition risks, and related opportunities across policy, market, commodity and technology enablers.

Climate change has been identified as an emerging risk in the application of the enterprise-wide risk management framework. A watching brief is being maintained over this risk, assessing material developments as they occur, and refining our understanding of how physical and transitional risks or opportunities may affect the business.

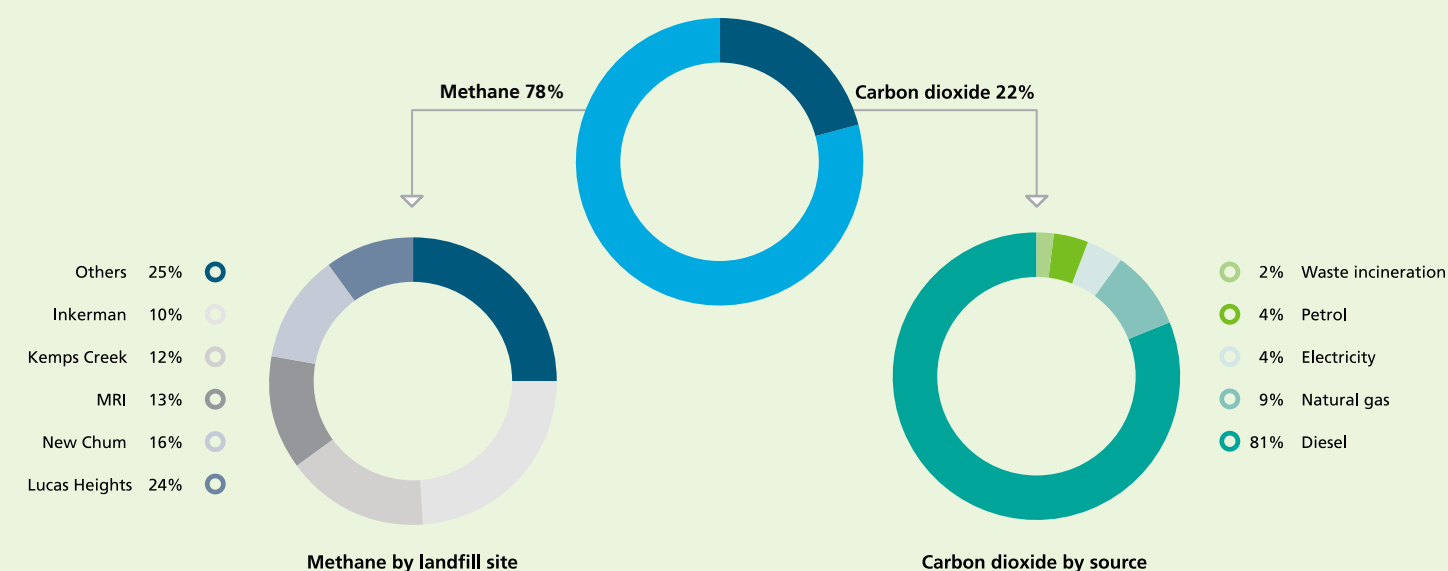
Low Carbon Transition

Cleanaway's expertise in understanding how to reduce greenhouse gas emissions continues to grow.

Our FY21 Sustainability Report outlined our ambition to align reductions in greenhouse gas emissions to the 2015 Paris Agreement. That included holding the increase in global average temperature to well below 2°C above pre-industrial levels and to pursue efforts to limit the temperature increase to 1.5°C above pre-industrial levels.

Waste management activities generate two different greenhouse gases: methane and carbon dioxide. When expressed on a carbon dioxide equivalent basis, around 80% of our greenhouse gas emissions come from methane, generated from the natural breakdown of waste across 10 active and closed landfill sites. Around 20% of our greenhouse gas emissions come from carbon dioxide, primarily from the combustion of fossil fuels in our fleet, the electricity we use, and the natural gas we burn at our facilities.

Our greenhouse gas emission profile



Total emissions expressed in carbon dioxide equivalent

We have set separate 2030 and 2050 reduction targets for methane and carbon dioxide.

We have set separate 2030 and 2050 reduction targets for methane and carbon dioxide. FY22 has been used as the baseline year, which assumes a full 12 months' ownership of Sydney Resource Network assets we acquired from SUEZ in December 2021.

Our targets are grounded in leading climate science and consistent with a 1.5°C trajectory when expressed on a carbon dioxide equivalent basis. Our 2030 targets are also consistent with Australia's 2030 emission goals.

The table below summarises our emissions reduction targets for 2030 and 2050. Our ESG Databook contains additional information on establishing our greenhouse gas targets.



 **ESG Databook**

2030 target¹

2050 target¹



↓ **34%**
Methane reduction



↓ **57%**
Methane reduction



↓ **43%**
Carbon dioxide reduction



↓ **100%**
Carbon dioxide Net Zero

¹FY22 baseline year.



1,162kt
CO₂-e
Up 35% from FY21

For FY22, Cleanaway's total Scope 1 greenhouse gas emissions was 1,162kt CO₂-e, a 35% increase from FY21. This increase is largely attributed to our acquisition of the two additional Suez landfills in December 2021.



50kt
CO₂-e
Up 5% from FY21

For FY22, Cleanaway's total Scope 2 greenhouse gas emissions was 50kt CO₂-e, a 5% increase from prior year.

How will we reduce our emissions?

Methane emissions from landfills will be reduced in the near term by improving the capture efficiency of landfill gas to greater than 75%. This will be achieved by changes to the timing of landfill capping and gas infrastructure installation, increasing the number of gas wells, and ensuring that the operation of the installed gas infrastructure is optimised. Improvements in monthly reporting and monitoring of key operational conditions will ensure timely action is undertaken. In the medium to longer term, diversion of organic waste from landfills through better resource recovery and food and garden organics separation will reduce the amount of methane that can be generated.

Carbon dioxide emissions will be reduced in the near term through route optimisation of our fleet, driver training to reduce fuel consumption, and self-surrender of large-scale generation certificates (LGCs) associated with electricity generated from gas captured from our landfills. In the medium to longer term, as the technology becomes available, we will incorporate fleet technologies such as fuel cell vehicles that use green hydrogen to reduce emissions from our fleet.

Carbon credits accepted under the Corporate Emissions Reduction Transparency (CERT) initiative, such as Australian Carbon Credit Units (ACCUs), will be used to offset hard-to-abate emissions reductions that remain after businesses have taken measures to reduce direct emissions. Under Australian legislation, carbon credits can be created from certain emission reduction activities within our operational control, such as capturing methane from landfills.





Case study

Construction and demolition waste resource recovery: making new from old

In FY21 we acquired Grasshopper Environmental, a leading waste management and skip bins hire company in Sydney.

Grasshopper sees construction and demolition (C&D) waste as a resource and strives to divert every last kilogram of usable material from landfill and, where possible, reprocess it into something new.

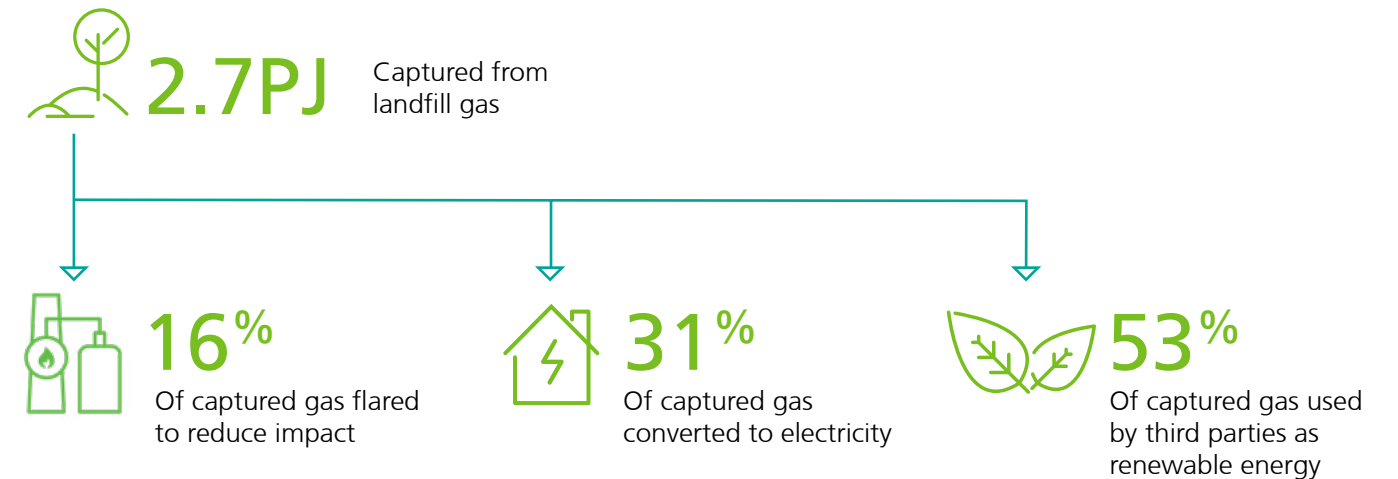
By extracting maximum resource recovery from each skip and tracking the waste stream from collection through sorting and disposal, Grasshopper provides an unbroken audit chain for every skip that leaves site.

Detailed reports are available to customers containing information on skip contents, where the waste is processed for resource recovery, how much of each waste type is generated and how much material is diverted from landfill.

More than 88% of C&D waste can be diverted from landfill each year, and the team are 100% committed to resource recovery.



In FY22



Landfills

While the circular economy continues to develop, along with the technologies to support it, residual wastes - that are currently unfeasible or uneconomic to recycle - will remain.

Well-managed engineered landfills will continue to play an important role in managing society's waste for the foreseeable future. This year, we purchased two landfills in Sydney, which will support the region's requirements beyond 2030.

Landfill space is a scarce resource that also needs to be carefully managed to meet our future needs. This is yet another reason why we are actively working to divert valuable materials, such as construction and demolition materials and organics, from ending up in landfill.



Vehicle fleet

Cleanaway maintains one of Australia's largest waste management fleets. Powered primarily by diesel, the fleet is the second largest contributor to our greenhouse gas emissions footprint. We remain focused on identifying emissions reduction pathways and view green hydrogen as a promising low-carbon fuel source to substantially replace diesel in the long term.

The pace of technological advancement in this field remains the greatest obstacle and we continue to seek out solutions.

In FY22, we committed to being a founding partner of Australia's most ambitious hydrogen mobility project, which will see the development of a new energy service station in Victoria. The service station is expected to commence operations in late 2023 and will be Australia's first publicly accessible, green hydrogen refuelling station designed for heavy vehicle use. The trial will enable us to explore the performance, impact and real-world experience of hydrogen fuel cell electric vehicles.

Beyond our fleet of heavy vehicles, we see battery electric vehicles as having potential for our light vehicles and smaller trucks. We're also investigating the applicability of battery electric forklifts at some of our recycling facilities.

Together, these initiatives will form an important part of achieving our carbon dioxide reduction targets.



Environmental risk management

The collection, treatment and disposal of many waste streams is an inherently hazardous activity and must be carefully managed to minimise the risk of harm to the environment and the communities in which we operate.

Environmental compliance is foundational to everything we do. We are not satisfied with the status quo, and believe we can always do better. We are continually exploring ways to improve our environmental standards.

Our commitment to upholding environmental standards is set out in the Cleanaway Environment Policy. Underlying this Policy, our Environment Absolutes set the out how we manage environmental risk and compliance at Cleanaway.


Our environmental management system establishes the framework for incorporating the environment into all aspects of our work. This system, along with evidence of operational effectiveness, is verified as part of our independent certification to the requirements of ISO 14001 and extends to all Cleanaway sites. For more information, refer to the link below.

 [Environmental Management](#)

Environment Absolutes

- Water protection**
Stormwater system managed and maintained to regulatory standards.


- Soil protection**
Liquids stored in properly maintained bunded areas and solids stored on a sealed surface.


- Air protection**
Air pollution control equipment maintained to regulatory standards and in operation.


- Compliance to regulatory licence**
Material can only be accepted and activities undertaken in accord with licence conditions.



Environmental compliance

In the tightly regulated waste industry, Cleanaway strives to maintain high environmental performance standards throughout our operations. We do this by embedding risk management practices in the work we do every day.

However, we do not always get it right, and incidents and non-compliances occur from time to time. Each is an opportunity for learning and improvement, bringing us closer to achieving our goal for environmental management.

There has been an important reduction in direction notices from our various state based environmental regulators from 43 in FY21 to 36 in FY22. There has also been a reduction in formal warnings, from 18 in FY21 to eight in FY22.

Over FY22, we were issued four penalty infringement notices from our environmental regulators (compared to 13 in the FY21 period), totalling \$14,678. These were issued in Queensland and relate to waste classification, tracking and reporting discrepancies.

In the same period, we were also issued two court-imposed fines. One related to our Western Australia Dardanup facility and comprised a penalty and costs totalling \$18,788. The offence occurred on 11 February 2020 and related to inadequate daily cover. No environmental harm was alleged, and appropriate operational practices for cover compliance are now well entrenched.

The other related to a spill at our New South Wales Queanbeyan facility in 2020 (as reported in FY20 and FY21 Sustainability Reports) and comprised penalties and costs totalling \$923,000.

Since this incident, significant improvements have been made to site infrastructure (such as the installation of tank bund roofing, upgrades to tank monitoring, and replacement of stormwater control devices), and operational practices and systems of work (e.g. the Pollution Incident Response Management Plan and the Tanker Loading and Unloading Work Instruction). The high standard of environmental control was acknowledged by the environmental regulator following a site visit.

Receiving a statutory notice or infringement prompts review and investigation into local, regional, and national practices. This may result in the identification of data gaps, shared learnings, and the instigation of improvements across the business. A great example of this review, reflection and improvement process is the response to an incident at our New South Wales Queanbeyan facility. It led improvement of company-wide environmental risk management standards, including implementation of our Environment Absolutes, and on-site practice.

Over the course of FY22 our Compliance Essential Tools were refined and embedded into operations, material risks were refreshed, and control design and operational effectiveness was reviewed. Our governance and reporting processes have also been refreshed with the addition of a national environmental audit program and a fortnightly branch environmental compliance discussion. Outputs of these processes have helped to shape the planned environmental improvement program for FY23.

 [ESG Databook](#)



High standards of corporate governance play an important role in achieving our business objective of making a sustainable future possible.

Governance of sustainability and climate

Cleanaway believes that high standards of corporate governance play an important role in achieving our business objective of making a sustainable future possible and, in turn, creating and protecting our stakeholders' interests through effective oversight, risk management and transparency.

Governance of sustainability and climate matters is overseen by the Board Sustainability Committee, with responsibility for management of climate-related issues and the implementation of the associated strategy delegated to our CEO.

The Head of Sustainability and Head of Carbon both report to the Executive General Manager, Strategy, Sustainability, Mergers and Acquisitions (who reports to the CEO) to ensure strategy, sustainability and climate-related matters are linked.

Our Board Sustainability Committee assists the Board in its oversight of strategies, systems, policies, and practices in relation to four key areas: workplace health and safety, environment, sustainability (inclusive of climate and carbon), and quality.

The Committee oversees the implementation across the organisation, including ensuring appropriate performance measures and targets are in place in relation to Cleanaway's sustainability initiatives.

It has primary responsibility for the assessment of climate-related risks and opportunities and reports these matters directly to the Board. The Committee also reviews key disclosures including Cleanaway's Sustainability Report, climate change disclosures, environmental and health and safety compliance, and our Modern Slavery statement.

The Committee consists of at least three non-executive directors who are determined in accordance with the Board Charter. The Committee meets at least four times a year in accordance with an agreed schedule and has the ability to convene additional meetings as considered necessary to fulfill functions.

Our Board Audit and Risk Committee is responsible for the risk management framework; in particular ensuring that sustainability and climate-related risks are assessed and managed under our enterprise-wide risk management framework. Refer to Appendix 2 for further information on our systems of governance.



Pillar three

Prosperity



Making a sustainable future possible means that our business is financially profitable, so that we can contribute to prosperity in the communities in which we operate.

Sustainable supply chain

We make a sustainable future possible by partnering and collaborating across the waste value chain to enable more resources to remain local, support local business through goods and services purchased, and of course deliver high-circularity, low-carbon solutions to our customers.

Our reputation depends not only on our own actions but equally on those of our suppliers. We have a responsibility to work with our customers, employees, suppliers, and all other relevant stakeholders to identify and mitigate any social and environmental risks in our operations and supply chain, including modern slavery.

Given the nature of our business and regulatory requirements, we have strict processes to manage environmental risks in our supply chain. Through our supplier selection process, we evaluate suppliers' capability to manage environmental risks and minimise the adverse impact of their goods and services. All Cleanaway tenders have environmental criteria that suppliers need to meet and all suppliers must adhere to our Supplier Code of Conduct.

Supplier Code of Conduct

We have the ability to influence change through our supply chain and engage in the opportunity to work collaboratively with our suppliers to address various social, environmental, and ethical impacts. Our Social Procurement Statement sets out our approach to responsible procurement and our expectations of suppliers.

Social Procurement Statement

We remain committed to increasing the diversity of our supply chain by engaging with Aboriginal and Torres Strait Islander (ATSI) businesses and social enterprises, which are businesses that help the community and public by addressing social problems providing employment and training, or helping the environment.



\$317.2M

Spend with small-to-medium enterprises



\$9.5M

Spend with ATSI businesses



\$3.5M

Spend with social enterprises

Case study

Soft Landing | Social Procurement



The Australian Stewardship Council estimates that nearly two million mattresses are discarded by households each year. As a result, tonnes of steel, foam and timber are not recycled.

Soft Landing, a Melbourne-based social enterprise, is working to resolve this problem by diverting mattresses from landfill while providing stable employment to refugees, asylum seekers and the long-term unemployed. Last year, they recycled 538,000 mattresses. For every 35 mattresses collected and recycled, a job is created for someone in need.

It was this social mission that initially brought Cleanaway and Soft Landing together in 2018. The two companies have since shared a close working relationship to make mattress recycling accessible to Australians while offering opportunities to disadvantaged groups. In early 2022, we formally entered into a procurement agreement with Soft Landing, making them our most significant social enterprise contractor.



Residents can now make bookings for kerbside mattress collections at standardised rates via their local councils. Residents can also make bulk drop-offs for Soft Landing at selected Cleanaway transfer stations in two states (Victoria and Western Australia), making it possible to recycle mattresses, furniture and white goods all at one place.





Case study

Deane Apparel | Supply Chain

Deane Apparel has been our preferred workwear supplier since 2015. In addition to providing us with high-quality products, they have been an active partner in our efforts to mitigate the risk of modern slavery in our supply chain. The business has been leading the way by conducting due diligence for modern slavery in its own operations and supply chain for over 14 years.

As part of our modern slavery program of work, Deane Apparel completed a desktop due diligence assessment through a third-party provider which ranks supplier performance in environmental, social and governance categories and benchmarks them against companies in similar industries. Deane were also able to provide confidence in relation to their own suppliers (our Tier 2 suppliers), which Cleanaway does not have direct visibility over.

Deane Apparel has a strong record on modern slavery in their own operations and supply chain, and have been conducting due diligence for modern slavery for over 14 years.

**Modern slavery**

Cleanaway respects and supports the human rights of all people and modern slavery has no place in our business.

We are committed to continually improving our approach to addressing modern slavery risks in our operations and supply chains.

In FY22 we introduced a formal supplier audit and review program, enhancing our understanding and management of modern slavery risk.

The two-tier program included a comprehensive questionnaire to screen and establish supplier predictive risk profiles based on geography and industry factors. We also completed three in-person, independent audits of high-risk international suppliers.

In FY23, we will continue to work with partners and suppliers to assess and address issues of modern slavery within our supply chains.

Supplier onboarding and screening of suppliers

Cleanaway recently introduced a new module, Coupa Supplier Information Management (SIM), as part of our supplier onboarding program. Coupa SIM facilitates our engagement with suppliers and helps to establish expectations around our values of upholding worker human rights and other environmental and social expectations throughout the supply chain.

It also helps to drive efficiencies by enabling suppliers to upload their own information and certificates, ensuring supplier information is accurate and up to date. And, it allows us to screen our suppliers by requesting targeted information on their environmental, social and governance credentials.

Importantly, our internal systems prevent a supplier from progressing through the engagement process until they have provided this information, which ensures a high level of compliance.

 **Modern Slavery Statement**

Modern slavery key achievements in FY22



Conducting desktop audits of over 100 higher risk suppliers.



Completing three in-person independent audits of high-risk international suppliers.



Securing written commitments and confirmations from all our labour hire providers of their modern slavery compliance.



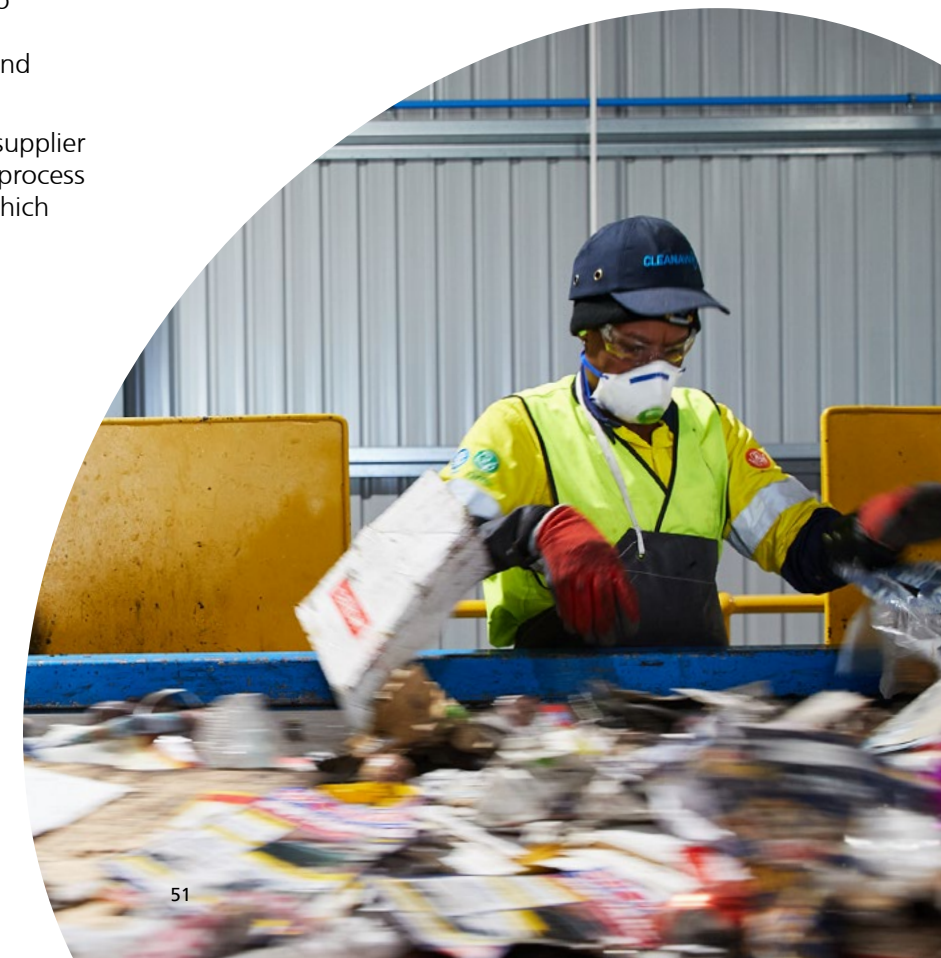
Implementing our new Social Procurement Statement and Human Rights Policy.



Strengthening our Supplier Code of Conduct.



Publishing internal and external modern slavery website hubs to educate stakeholders about Cleanaway's approach to modern slavery and provide informative resources.



Customer satisfaction

We are focused on providing high-circularity, low-carbon solutions, seamless customer service and value for money for our customers.

Our goal is to be recognised by customers as the most innovative and sustainable waste management company. With a large and diverse customer base including small businesses, commercial and industrial sector clients as well as municipalities, we have the scale and infrastructure to enable innovation while still delivering great service and value for money. This scale can be seen across the value chain. Upstream customers, who purchase our waste management services, provide us with raw materials for resource recovery processes. Downstream customers purchase our recovered resources and associated commodities.

We know that customers no longer just want their bins collected and sent to landfill. Increasingly, across our commercial, industrial and municipal customers, we are being called upon to help achieve their sustainability goals.

Digitalisation program CustomerConnect



Over FY22, planning continued for our Digitisation program, CustomerConnect, with the ambition of digitising and automating processes in the 'call-to cash' customer journey. It covers all the steps from when a customer calls to when the invoice is paid. Currently, more than 85% of these processes are manual.

The program's objectives are to improve the customer experience, help our people do their jobs better and improve efficiency. We aim to extend this experience to all customers through self-service bookings, dynamic issue resolution and instant invoices.

Our customer proposition is at the core of our *Blueprint 2030* strategy, and this was formed by listening to what our customers told us was important to them: Service, Value and Sustainability.

In FY22, we ran an extensive Voice of Customer program and surveyed our national customers to ensure their feedback not only informed our strategic *Blueprint 2030* but allowed us to identify areas for immediate improvement.

We also invested in our operational customer leaders by running a series of development sessions to coach the leading of self, leading of others, and leading of our customers. Throughout the year, 52 attendees across nine business units attended the sessions nationally.



Our customer proposition

Service

- Seamless, innovative customer service enabled by digitisation and CustomerConnect
- Tailored proposition for key accounts

Sustainability

- Integrated infrastructure network to provide high-circularity, low-carbon solutions
- In-house carbon expertise to decarbonise Cleanaway and support our customers
- Focus on innovation to lead on new and improved ways to process waste



Value

- Leverage our scale through route density, geographic coverage and proximity to infrastructure
- Internalisation to provide competitive integrated cost base
- Operating efficiency through digitisation and data analytics
- Modern, high-quality, large scale, automated infrastructure



Case study

Coles Service Champion of the Year Awards

Cleanaway were pleased to win the Coles Service Champion of the Year Award for its leading role with Coles to reduce waste and support resource recovery.

Cleanaway manages 55,000 pick-ups of waste and recycling each month from from Coles stores and is supporting Coles to reach its 85% diversion from landfill target by 2025 through continued education and infrastructure investment.

Key highlights include:

- Partnering on diversion activities that enabled Coles to reduce general waste by 10.5% in FY21, from 76,742 tonnes to 68,646 tonnes.
- Developing a solution to collect and recycle mixed pre-consumer plastics used by Coles stores across Sydney, resulting in 130 tonnes of mixed plastics being diverted from landfill.

- Delivery of 750 education sessions focusing on inspiring Coles team members to improve their waste management processes to divert waste from landfill.

- Rolling out Coles Supermarkets 'Waste and Recycling Guide' that provided stores with information on all waste services and guidelines to establish efficient waste management processes.

- Depackaging facilities allowed for further expansion of our Organics Services, with an additional 500 stores/sites rolled out. We now deliver organics services to over 925 Coles stores/sites.

Our waste diversion strategies diverted from landfill:

- 181k tonnes of cardboard,
- 6.2k tonnes of clear LDPE, and
- 20k tonnes of organic food waste.



Case study

Creating Energy-from-Waste

We recently entered into a commercial Energy-from-Waste partnership with Queensland Urban Utilities (QUU), which sees the two companies converting organic food waste into clean energy well into 2027.

The partnership started as a trial in 2020 when we assisted QUU in pre-treating its fat, oil and grease (FOG) waste to be suitable to be fed into the utility company's anaerobic digesters.

Anaerobic digestion is a process that breaks down liquid food waste into methane, which is then fed into an on-site generator to create clean electricity. This is similar to the Energy-from-Waste process that would take place at a landfill.

During the trial, our Queensland LTS team collected FOG waste and liquid food waste from approximately 6,000 restaurants and supermarkets across South East Queensland and delivered it to QUU's Luggage Point Resource Recovery Centre. The trial proved the feasibility of turning nutrient-rich FOG waste into electricity with the end goal of decarbonising the power supply for the Luggage Point plant.

At full scale, the partnership aims to convert 32 million litres of FOG waste into sustainable electrical energy each year.



Customer segmentation

Commercial and industrial services



1,660+

Organics / composting



27,560+

Recycling



122,550+

Other

Municipal waste services



40+

Organics / composting



65+

Recycling



150+

Other

Total services



1,700+

Organics / composting



27,635+

Recycling



133,000+

Other

Strategic assets and innovation

With the right infrastructure and assets in the right locations, we can increase resource recovery and deliver high-circularity, low-carbon solutions.

Energy-from-waste will play a key role in the waste value chain and is one of the Blueprints under our *Blueprint 2030* strategy. We are investing in strategic assets and infrastructure that will enable us to provide long-term solutions for waste that often cannot be recovered and recycled. This will also help our customers to achieve the highest landfill diversion and supports a key action within the National Waste Policy: to halve the amount of organic waste sent to landfill by 2030.

Beyond Energy-from-Waste, we are continually looking for ways to expand the reach and capability of our existing network of assets. In August 2022 we announced the acquisition of a 100% interest in Global Renewables Holdings Pty Ltd (GRL). The acquisition of GRL represents an important step in the acceleration of our *Blueprint 2030* strategy and in particular our organics blueprint. The site and facility provide a strategic location and infrastructure to enhance our broader network, particularly when combined with the planned development of a new organics facility at Lucas Heights and our leading transfer station network. This provides us with a cost-effective, integrated organics solution for our customers.



Community education and engagement

Positively contributing to the economic, environmental, and social wellbeing of the communities we operate in is an ongoing priority for our business. One way we continue to positively contribute to our communities is through education and engagement regarding the circular economy.

For instance, too much of the commingled recycling we collect is contaminated with food and organic material, textiles, soft plastic and e-waste. This increases the cost of separation and processing and reduces the amount of materials that can be recovered. We play an active role in educating the community on the correct recycling approach so that the value of those waste streams can be maximised.

Centre for Sustainability

Education on recycling correctly is critical to ensure we make the right decision.

Our Centre for Sustainability (C4S) has over 20 resource recovery, education and sustainability experts. C4S is a specialised in-house waste consultancy and a knowledge and resource centre that helps both businesses and communities to achieve their sustainability goals.

The C4S team is committed to providing new and innovative ways of educating, increasing awareness, and changing behaviours, creating bespoke training modules and education campaigns to service the needs of customers, councils, schools, and community groups. The C4S team has also received six resource recovery-focused grants from the New South Wales EPA, including Bin Trim, Circulate and Love Food, Hate Waste.

Greenius online learning

Another way we educate the public is through our Greenius online learning program, which provides bin instructions tailored to each local area and features interactive games, quizzes and fun learning modules to encourage learning from a young age. Greenius for Business helps educate businesses about waste disposal for their organisation and industry. This is a convenient way to train all staff across different locations without breaking the bank.

We were pleased to launch the Greenius FOGO training module during FY22. This module addresses the specifics associated with how we manage food and organic garden waste; an emerging waste stream that provides valuable feedstock for generating Energy-from-Waste.

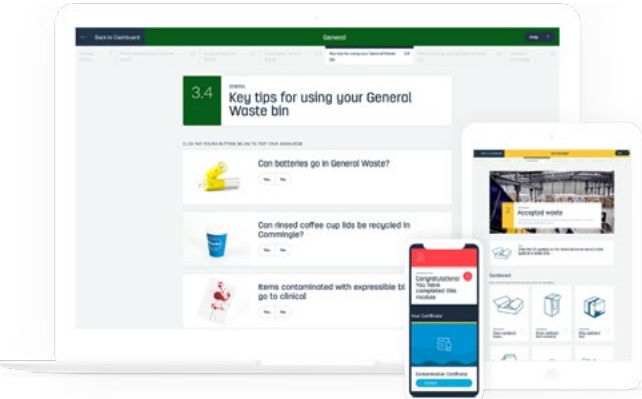
Our FOGO toolkit is freely available for download and, contains all the basics about introducing or transitioning to a FOGO service, including service design, community engagement and resident education resources, as well as recommended timelines and learnings for a successful rollout.

Recycling Behaviours Report

In FY22, we released our second Recycling Behaviours Report. We found that most Australians believe that recycling is important and are motivated towards helping the environment and minimising waste sent to landfill, however:



Recycling behaviour report



Greenius Module

Community impact management

A foundation of *Blueprint 2030* is zero harm to people and the environment. To ensure that we are on track to achieving this goal, it is important that we learn how our operations are currently, and in future, impacting communities.

Our services, while essential to the safe and healthy functioning of Australian households and businesses, can impact the communities in which we operate. Issues may include noise and traffic congestion from our fleet, traffic accidents involving community members, odour and dust from landfills, and other unintended impacts on local amenities. Managing the impact of waste management services on the community is critical to maintaining a social licence to operate.

Our approach to managing our impacts is to:

- 1. 'Design out' impacts**
Where possible, we aim to identify potential impacts from operations and avoid them through design. Examples include installing litter fences at sites to prevent windblown litter and planning collection routes to minimise disturbance from our fleet on suburban streets.
- 2. Fix and learn**
When incidents occur, we fix them and incorporate any lessons into our systems.
- 3. Engage and receive feedback**
We build strong relationships with government and community stakeholders in order to listen to feedback, address concerns, and engage transparently about our activities and future plans. Channels for community feedback include our website, social media, customer service network and Community Hotline.

Clean Up Australia and Cleanaway

Cleanaway has extended its partnership with Clean Up Australia until 2024. By extending our partnership we have continued to work together to encourage communities to operate more sustainably and engage people in being part of the solution.

Together, we encourage and demonstrate how resources can be recovered, re-used, recycled or become energy feedstock: this is the circular economy in action.

While there is incredible community participation in annual Clean Up Australia Day events, we know the work continues all year round as the organisation works with communities, governments and businesses to inspire and empower Australians to clean up, fix up and conserve the environment - while tackling waste at its source.





Case study

New Chum Landfill

The New Chum landfill site was affected by the February 2022 floods that also impacted large parts of South East Queensland. The flood overwhelmed the site's stormwater drainage system, which led to large volumes of runoff water mixing with waste on site. This mixture became anaerobic through the natural decomposition of dissolved organics, leading to a strong odour in the area. The site had to be temporarily closed as a result of the unprecedented flood events.

New Chum will continue to remain closed in FY23 while extensive rectification work is completed. We are addressing the concerns raised by communities in close proximity to the New Chum site, particularly in relation to offsite odour impacts.

The New Chum Community Reference Group (CRG) has been re-established to facilitate engagement with the local community. Residents were invited to be part of the CRG, which was also promoted on the Department of Environment and

Science website in Queensland. The CRG's role is to give community members a voice, foster community understanding and provide valuable input for planning the future of New Chum.

On the Cleanaway website, a dedicated New Chum flood recovery page provides up-to-date information to community and stakeholder groups. We have made a commitment to respond within 24 hours to feedback received via the website.

Regular, direct geo-coded advertising on Facebook provides the community with almost daily updates on activities, and a dedicated New Chum flood recovery 1-800 phone number assists residents to seeking information about operations and site-based activities.

 **New Chum Recovery**



Case study

Victory Road | Landfill restoration

Our Victory Road landfill was operational from 1987 until its closure in September 2018. Extensive planning, modelling, and design were completed to prepare a landfill cap capable of providing ongoing post-closure environmental protection. Capping of the site began in 2019 and was completed in 2020, and we are currently in the landscaping phase to transform the 32-hectare site into parkland for the local community. We are working in partnership with the Kingston City Council to contribute to the Chain of Parks project in the Green Wedge between Karkarook Park and Braeside Park. This is part of the council's initiative to transform closed landfills into open green spaces.

In the rehabilitation phase we prepare the landfill structure to be closed and turned into spaces such as parks and community grounds.



Advocacy and policy leadership

Cleanaway has an important role in guiding policy makers and actively supporting industries and municipalities in which we operate to address constraints in current systems of production, consumption, recovery and reuse. We engage with stakeholders, including policymakers and regulators, about the laws and regulations that affect these industries and our business operations across the nation.

We collaborate with governments and participate in industry associations to advocate for policies that create value for people, planet and prosperity, aligning with our business interests and advancing the circular economy in Australia.

New South Wales Container Deposit Scheme

In FY22, it was announced that the TOMRA-Cleanaway joint venture will continue in the role of Network Operator under the New South Wales Container Deposit Scheme (CDS), 'Return and Earn'. The Network Operator Agreement has been extended for four years, ending in late 2026.

Since the scheme commenced in December 2017, New South Wales communities and businesses have returned over seven billion containers and significantly improved resource recovery and recycling rates across the state. Before New South Wales introduced the 'Return and Earn' scheme, more than 160 million drink containers littered our streets, beaches, waterways, and parks. Drink container litter made up 44 per cent of the volume of litter in the state and cost more than \$162 million a year to manage.*

The 'Return and Earn' program is an easy way for anyone to support their community and help the environment. When a person uses a Return and Earn machine, they are given the option to donate some or all their container refund to a state or local donation partner. The Return and Earn app also provides the option to donate to one of the 150+ charities listed on the app.

Making it happen

Only through cross-sector collaboration, supported with the expertise, knowledge and scale of companies like Cleanaway, will Australia establish functional circular economies.

*Source www.returnandearn.org.au

Recycling Victoria

An example of recent engagement with regulators is the *Victorian Circular Economy (Waste Reduction and Recycling) Act 2021*. The Act provides for the establishment of Recycling Victoria, which commenced 1 July 2022 with the purpose of strengthening Victoria's waste and recycling system to benefit the community, industry and local government, and help the transition to a circular economy. It will oversee and regulate Victoria's waste and recycling industry. Cleanaway's Head of Corporate Affairs is a member of the Industry Reference Group.

Memberships of associations

Cleanaway is a member of the following industry networks and associations:

- We have a Board representative for the Waste Management and Resource Recovery Association Australia (WMRR) - the national peak body for the waste and resource recovery industry with a membership spanning landfill, recycling and resource recovery, Energy-from-Waste, e-waste, organics, construction and demolition, commercial and industrial, hazardous and biohazardous waste sectors.
- We have a Board representative for the National Waste and Recycling Industry Council (NWRIC) — the NWRIC represents national waste management companies and state-based affiliates, which in turn represent interests of the more than 500 small waste management businesses.
- Battery Stewardship Council — the Council has recruited industry partners including battery manufacturers and retailers to fund recycling and provide collection services for end-of-life batteries as part of an initiative to provide free battery recycling to consumers across Australia.



Economic contribution

Cleanaway contributes directly and indirectly to the Australian economy while facilitating the smooth functioning of society through the timely collection and disposal of waste.

Each year, Cleanaway aims to build on the success of prior years and deliver value to our stakeholders through strategic acquisitions, organic business growth and operational and capital discipline. This allows Cleanaway to secure long-term returns for our shareholders, and contribute to the economy through job creation, procurement and transparent tax and other payments to governments.

Our revenue base is largely underpinned by long-term contracts across all sectors with a geographically diverse customer base of municipal councils, hospitals, infrastructure, resources, commercial and industrial customers.



Metrics	FY21 (\$M)	FY22 (\$M)
Net revenue	2,198.9	2,603.8
Net debt	1,035.4	1,656.6
Net equity	2,633.9	2,625.3
Economic value generated	2,410.9	3,012.7
Economic value distributed		
Operating costs	727.7	1,016.9
Employee wages and benefits	703.0	820.5
Payments to providers of capital	121.8	137.4
Payments to government	587.0	798.1
Community investment	0.5	0.5
Total economic value distributed	2,140.0	2,773.4
Economic value retained	270.9	239.3

Financial Report

*18-12-20 Presentation-FY21-CWY-Investor-Series-VIC-Commingled-Resource-Recovery-Data-Analytics-Process-Automation-2158160 - Slide 5



Tax transparency

We incur, collect and remit taxes to federal, state and local governments. During FY22, \$468.1 million in taxes were borne by Cleanaway, and \$330.0 million in taxes were collected and remitted by Cleanaway.

\$468.1M
Cleanaway tax payments

\$330.0M
Customer and employee taxes collected

Our annual tax transparency report can be viewed on our website.

Tax Transparency Report

Join us



Partnering for circularity

Collaboration across the waste value chain is critical to creating a circular economy. Market dynamics are continuously evolving, presenting us with new opportunities to work in partnership with organisations that share our vision to lead innovative resource recovery solutions.

When combined with our strategic assets, resource recovery expertise and technology, our well-established customer and industry partnerships enable us to deliver circularity at scale.

Educational content

We know that education is important to creating a circular economy.

We continue to learn and innovate alongside our stakeholders every day to make a sustainable future possible together. We invite you to view and utilise our trusted educational resources to help guide your decision-making.

[Cleanaway Educational Resources](#)



Closing the loop

Everyone has a story about dropping off material at the tip when they were young. In those days, it used to be one big pile for just about everything.

The way we view waste is changing rapidly. We see the value and life in all resources. We see ourselves as a critical enabler of the circular economy, but we can't do it alone.

So, join us. Together, we can be leaders in high-circularity, low-carbon solutions and contribute to a better environment, a stronger economy and a more inclusive society for us all.



GRI

Statement of Use: Disclosures in Cleanaway’s 2022 Sustainability Report have been made with reference to the following GRI content index. **GRI 1:** Foundation 2021

GRI Standard	Disclosure	Location	Page number or reference
GRI 2: General Disclosures 2021	2-1 Organizational details	About this report	pg. 2
	2-2 Entities included in the organization's sustainability reporting	About this report	pg. 2
	2-3 Reporting period, frequency and contact point	About this report	pg. 2
	2-6 Activities, value chain and other business relationships	About us	pg. 14
	2-7 Employees	Our people Employees tab of ESG Databook	pg. 18
	2-8 Workers who are not employees	Employees tab of ESG Databook	
	2-9 Governance structure and composition	Appendix 2 - Governance & transparency Corporate Governance Statement	pg. 73
	2-10 Nomination and selection of the highest governance body	Appendix 2 - Governance & transparency Corporate Governance Statement	pg. 73
	2-11 Chair of the highest governance body	Appendix 2 - Governance & transparency Corporate Governance Statement	pg. 73
	2-12 Role of the highest governance body in overseeing the management of impacts	Appendix 2 - Governance & transparency Governance of sustainability and climate Corporate Governance Statement	pg. 73 pg. 46
	2-13 Delegation of responsibility for managing impacts	Appendix 2 - Governance & transparency Governance of sustainability and climate Corporate Governance Statement	pg. 73
	2-14 Role of the highest governance body in sustainability reporting	Appendix 2 - Governance & transparency Governance of sustainability and climate Corporate Governance Statement	pg. 73
	2-15 Conflicts of interest	Appendix 2 - Governance & transparency Corporate Governance Statement	pg. 73
	2-16 Communication of critical concerns	Appendix 2 - Governance & transparency Corporate Governance Statement	pg. 73
	2-17 Collective knowledge of the highest governance body	Appendix 2 - Governance & transparency Corporate Governance Statement	pg. 73
	2-18 Evaluation of the performance of the highest governance body	Appendix 2 - Governance & transparency Corporate Governance Statement	pg. 73
	2-19 Remuneration policies	Annual Report	
	2-20 Process to determine remuneration	Annual Report	
	2-21 Annual total compensation ratio	Annual Report	
	2-22 Statement on sustainable development strategy	CEO Statement	pg. 4
	2-23 Policy commitments	Appendix 2 - Governance & transparency Corporate Governance Statement	pg. 75
	2-24 Embedding policy commitments	Appendix 2 - Governance & transparency Corporate Governance Statement	pg. 75
	2-25 Processes to remediate negative impacts	Appendix 2 - Governance & transparency Corporate Governance Statement	pg. 75
	2-26 Mechanisms for seeking advice and raising concerns	Appendix 2 - Governance & transparency Corporate Governance Statement	pg. 75
	2-27 Compliance with laws and regulations	Appendix 2 - Governance & transparency Corporate Governance Statement	pg. 75
	2-28 Membership associations	Advocacy and policy leadership	pg. 62
	2-29 Approach to stakeholder engagement	Stakeholder Engagement tab in ESG Databook	
	2-30 Collective bargaining agreements	Labour practices Employees tab in ESG Databook	pg. 36

GRI Standard	Disclosure	Location	Page number or reference
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Appendix 1 - Management Reporting Materiality tab in ESG Databook	pg. 72
	3-2 List of material topics	Appendix 1 - Management Reporting Materiality tab in ESG Databook	pg. 72
	3-3 Management of material topics	Throughout Sustainability Report Materiality tab in ESG Databook	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic contribution Economic contribution tab in ESG Databook	pg. 64
	201-2 Financial implications and other risks and opportunities due to climate change	Climate change	pg. 38
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Strategic assets and innovation Customer satisfaction "	pg. 56 pg. 52
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Sustainable supply chain	pg. 48
GRI 207: Tax 2019	207-1 Approach to tax	Economic contribution Tax Transparency Report	pg. 64
	207-2 Tax governance, control, and risk management	Economic contribution Tax Transparency Report	pg. 64
	207-3 Stakeholder engagement and management of concerns related to tax	Economic contribution Tax Transparency Report	pg. 64
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Low-carbon Greenhouse gas emissions tab of ESG Databook SASB Indicators tab of ESG Databook	pg. 39
	302-2 Energy consumption outside of the organization	Low-carbon Greenhouse gas emissions tab of ESG Databook SASB Indicators tab of ESG Databook	pg. 39
	302-4 Reduction of energy consumption	Low-carbon Greenhouse gas emissions tab of ESG Databook	pg. 40
	303-5 Water consumption	Environment tab of ESG Databook	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Performance at a glance How will we reduce our emissions? Greenhouse gas emissions tab of ESG Databook SASB Indicators tab of ESG Databook	pg. 9 pg. 43
	305-2 Energy indirect (Scope 2) GHG emissions	Performance at a glance How will we reduce our emissions? Greenhouse gas emissions tab of ESG Databook	pg. 9 pg. 43
	305-5 Reduction of GHG emissions	Performance at a glance How will we reduce our emissions? Greenhouse gas emissions tab of ESG Databook	pg. 9 pg. 43
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	SASB Indicators tab in ESG Databook	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Throughout Sustainability Report Resource recovery and recycling tab of ESG Databook	
	306-2 Management of significant waste-related impacts	Throughout Sustainability Report Resource recovery and recycling tab of ESG Databook	
	306-4 Waste diverted from disposal	Resource recovery and recycling tab of ESG Databook SASB Indicators tab of ESG Databook	
	306-5 Waste directed to disposal	Resource recovery and recycling tab of ESG Databook SASB Indicators tab of ESG Databook	

GRI Standard	Disclosure	Location	Page number or reference
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainable supply chain	pg. 48
	308-2 Negative environmental impacts in the supply chain and actions taken	Sustainable supply chain	pg. 48
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Employees tab of ESG Databook	
	401-3 Parental leave	Employees tab of ESG Databook	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Safety, health and wellbeing	pg. 18
	403-2 Hazard identification, risk assessment, and incident investigation	Safety, health and wellbeing	pg. 20
	403-3 Occupational health services	Safety, health and wellbeing	pg. 18
	403-4 Worker participation, consultation, and communication on occupational health and safety	Safety, health and wellbeing	pg. 18
	403-5 Worker training on occupational health and safety	Performance at a glance Safety, health and wellbeing	pg. 7 pg. 36
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safety, health and wellbeing	pg. 18
	403-8 Workers covered by an occupational health and safety management system	Safety, health and wellbeing	pg. 18
	403-9 Work-related injuries	Safety, health and wellbeing	pgs. 18, 29
	403-10 Work-related ill health	Safety, health and wellbeing	pg. 29
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Talent attraction and retention	pg. 36
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Employees tab of ESG Databook	
	405-2 Ratio of basic salary and remuneration of women to men	Workforce culture and engagement Employees tab of ESG Databook	pg. 32
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Sustainable supply chain Modern Slavery Statement	pg. 51
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Sustainable supply chain Modern Slavery Statement	pg. 51
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Community impact management	pg. 59
	413-2 Operations with significant actual and potential negative impacts on local communities	Community education and engagement	pg. 58
GRI 413: Local Communities 2016	414-1 New suppliers that were screened using social criteria	Sustainable supply chain	pg. 51
	414-2 Negative social impacts in the supply chain and actions taken	Sustainable supply chain	pg. 51
GRI 415: Public Policy 2016	415-1 Political contributions	Cleanaway does not make political donations	



Appendix 1: Materiality

Material topics

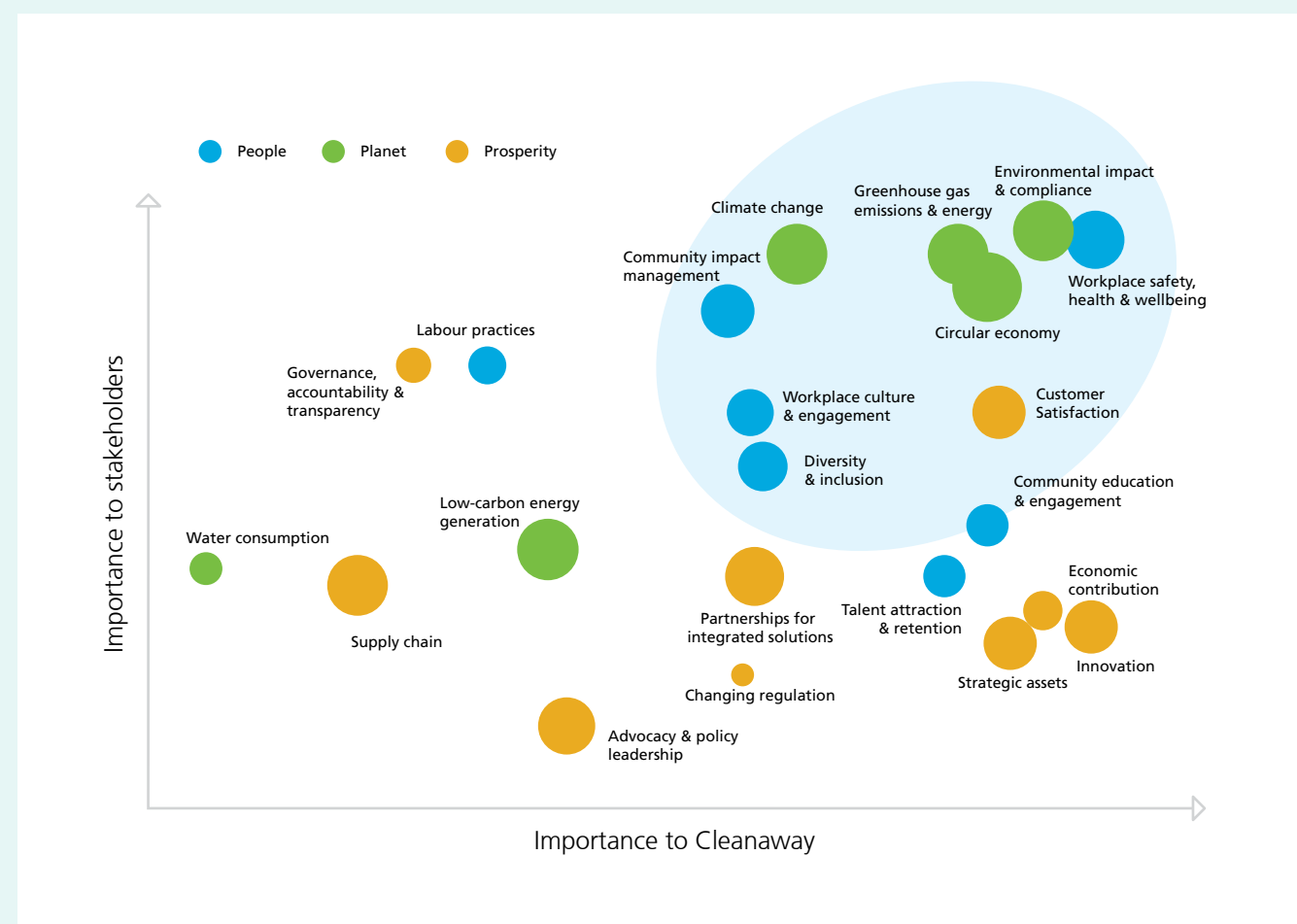
Given the importance of reflecting current and emerging trends, we undertook a high-level review of our materiality matrix in FY22. This review has considered new and updated commentary from internal stakeholders, shifting global Environmental, Social and Governance (ESG) trends as well as our *Blueprint 2030* strategy.

While reaffirming the importance of our material topics, the exercise also led to select changes being made to simplify and reprioritise some topics.

We will continue to prioritise material topics by importance and level of impact to Cleanaway and our stakeholders, and these topics are mapped to our ESG pillars: People, Planet and Prosperity.

Our materiality matrix illustrates the relative importance of topics for us and to our stakeholders. The size of the bubble represents the potential impact of each topic in on people and planet, based on assessment against the SDGs.

FY22 materiality matrix



For more detail and descriptions of the material topics that are addressed in this report, follow link:

[ESG Databook](#)

Appendix 2: Governance and Transparency

Overview

Cleanaway believes that high standards of corporate governance are key to delivering on its mission and are critical to the achievement of business objectives and, in turn, the creation and protection of shareholders' interests, through effective oversight, risk management and transparency. For more information of Corporate Governance, follow link:

[Corporate Governance](#)

Governance structure



Board structure and composition

Our Board comprises five male and three female independent non-executive directors, together with our CEO. We select our Board members based on the wide-ranging skills and perspectives that they can contribute to guiding our business strategy and activities.

In considering the selection, appointment and re-election of Directors, our process ensures that an appropriate balance of skills, experience, expertise and diversity is maintained. Cleanaway carefully considers the character, experience, education and skill set, as well as interests and associations, of each potential candidate for appointment to the Board and conducts appropriate checks to verify the suitability of the candidate prior to their appointment as a director. For example, some of our current board members have worked with entities closely linked with climate-related issues, such as the Australian Renewable

Energy Agency and Hydro Tasmania. Others have worked in executive sustainability roles which have also required an understanding of climate-related issues. Such experience brings valuable, multi-layered understanding of climate issues.



Passionate people working together to make a sustainable future possible together.

Our Mission

Everything we do is driven by Our Mission of making a sustainable future possible together.



Code of Conduct

Our Code of Conduct underpins how we operate in accordance with Our Values with basic principles that all stakeholders are expected to follow.



Our Values

Our Values guide how we behave as individuals and as a group. They provide clarity about what is important to us, guiding our priority setting and decision making processes.



Home Safe

We take responsibility for our personal safety, as well as that of our team. We are committed to Goal Zero, because everyone deserves to go Home Safe, every day.



Stronger Together

Building from a place of strength, we are focused on creating something stronger than the sum of our parts each and every day.



Integrity

We do the right thing – no matter what. Holding ourselves to higher standards, we say what we mean, and we do what we say.



We Make a Difference

We are proud of what we do to make a sustainable future possible together – for our employees, our customers, our investors, the communities in which we operate, and the planet.

Risk and compliance

The Board of Directors and Executive Management of Cleanaway are committed to the establishment of a sound system of risk oversight, management, and internal control.

Our growth and success depend on our ability to understand and respond to the challenges of an uncertain and changing world. This uncertainty generates risk, with the potential to be a source of both opportunities and threats. By understanding and managing risk, we provide greater certainty and confidence for all our stakeholders.

Directors are encouraged and given the opportunity to broaden their knowledge of the business and operations, and up-skill on topics relevant to the company's circumstances, by receiving regular briefings and presentations from management, the Executive Team and external parties in a range of fields, including emerging business and governance issues relevant to the company (such as greenhouse gas emissions, sexual harassment, sustainability and cyber-security), and material developments in laws and regulations.

We have a range of policies in place to ensure we meet our business objectives through effective oversight, risk management and transparency. Our Whistleblower Policy supports all employees and stakeholders to raise concerns. We encourage all employees and stakeholders to report any instances where our actions are not aligned with our legal obligations, our policies or our Code of Conduct. The Audit and Risk Committee oversees responses to reports made through the independent whistleblower service, FairCall.



Our key corporate governance documents can be found on our website:

[Diversity and Inclusion Engagement Plan](#)
[Anti-Bribery and Corruption Policy](#)
[Audit and Risk Committee Charter](#)
[Board Charter](#)
[Corporate Code of Conduct](#)
[Continuous Disclosure Policy](#)
[Diversity and Inclusion Policy Statement](#)
[Emergency Management Plan COVID-19](#)
[Environmental Policy](#)
[Health and Safety Policy](#)
[Human Resource Committee Charter](#)
[Human Rights Policy](#)
[Risk Management, Compliance and Assurance Policy](#)
[Securities Trading Policy](#)
[Shareholder Communications Policy](#)
[Sustainability Committee Charter](#)
[Whistleblower Policy](#)

