

Cleanaway Gender Pay Gap Report 2023



Message from our CEO and Managing Director

At Cleanaway, we want all of our people to feel like they belong, are valued and rewarded for their differences and contributions. We want to ensure that regardless of gender, everyone has the same access to resources, opportunities and rewards.

Over the past couple of years, we have made significant progress in increasing the number of women employed across Cleanaway; and we acknowledge the ongoing need for continuing efforts. We want to see greater gender parity within all areas of the business with representation of women in operational and management roles.

In FY22, we introduced new female participation targets aligned to our 40:40 Vision. We have challenged ourselves to achieve at least 40% women in the Executive Team (defined as CEO+1) by 2027. This target has been broadened to include at least 40% women in leadership roles (defined as CEO+2) by 2030. We have also accelerated our focus and investment on increasing female representation in our operations, and this has led to an unintentional widening of our pay gap due to a higher concentration of women in entry-level roles. Nonetheless, we anticipate the gap to gradually correct over time in line with our commitments to training and development.

To support this, we are building an inclusive and respectful workplace that empowers individuals of all genders. An example of this is providing support for both men and women in balancing the demands of work and personal lives through flexible work arrangements and inclusive policies, such as our new parental leave policy which was updated in 2023. These efforts represent just one facet of our broader initiatives aimed at creating a diverse and supportive organisational culture.

As an organisation, we are making significant strides toward our goals, and while there is more progress to be made, we are confident in our positive momentum.



Mark Schubert
CEO and Managing Director



Cleanaway's Workforce

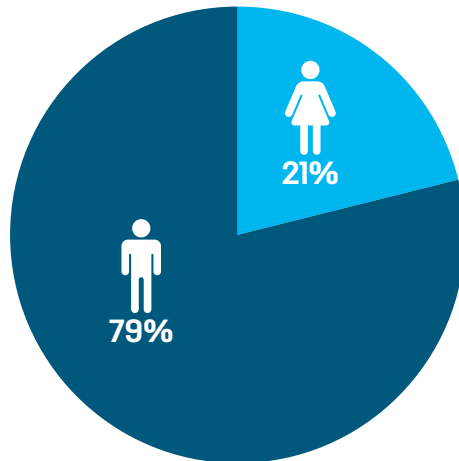
Total Workforce Gender Composition¹



Women made up 26.2% of the broader Electricity, Gas, Water and Waste Services industry and 51.1% of Australia's total workforce.²

Leadership Gender Composition¹

Women made up 25% of management roles in the broader Electricity, Gas, Water and Waste Services industry and 42% of management roles in Australia's total workforce.²

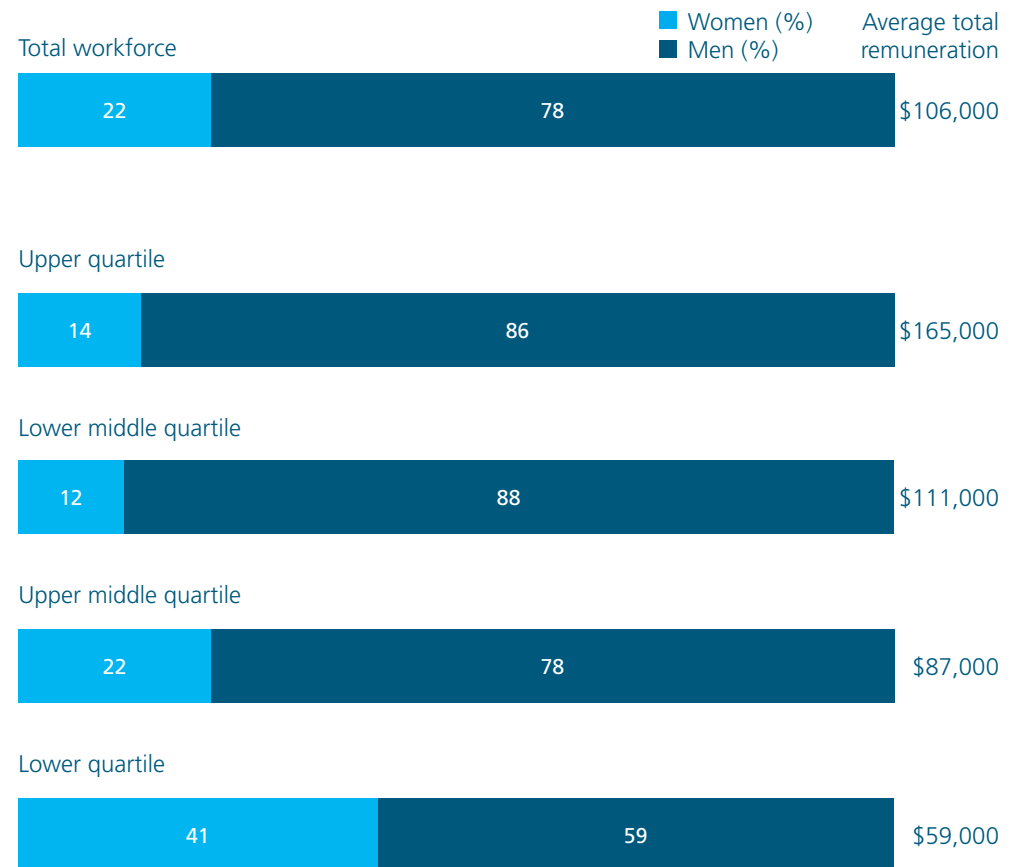


¹ Data as at 31 March 2023

² Australia's Gender Equality Scorecard, November 2023

Distribution of men and women

Detailed below is the proportion of women and men and the average total remuneration for each pay quartile at Cleanaway for the WGEA 2022 – 2023 reporting year.



Gender Pay Gap

Gender pay gap is represented as the difference between the average base salary or total remuneration (base salary, superannuation and benefits) for men and women, expressed as a percentage of men's total remuneration.

Median Gender Pay Gap 2023

Cleanaway
median
base salary
gender pay gap
3.2%

Cleanaway
median total
remuneration
gender pay gap
24.3%

Industry
median
base salary
gender pay gap
9.5%

Industry
median total
remuneration
gender pay gap
20.1%

Understanding our Gender Pay Gap

A range of factors influence the gender pay gap, including workforce composition, participation in part time work, women and men paid differently for equal or comparable work and inequality in people movements. Through a detailed analysis of our workforce data, we have established the following key drivers for Cleanaway's gender pay gap, which vary for our Frontline Operational and Functional Support Workforce.



Base Earnings

For our **Frontline Operational Workforce**, the large majority are remunerated in line with applicable Enterprise Agreements or Modern Awards where there is general consistency in base rates of pay for men and women. However, our review identified that women make up a larger proportion of the lower paying positions - this has likely been driven by our heavy investment in increasing female participation in operational roles, many of which have come from outside the waste management industry, and as such paid at the lower quartile due to role level and experience.

In addition, our analysis also identified that men in operational roles receive greater penalty payments compared to women (particularly penalties for working weekends and public holidays). A comprehensive review will be conducted to determine if this is a direct result of role level and experience, or whether there is in fact an unequal opportunity to accessing penalties between men and women.

For our **Functional Support Workforce**, we have a significantly higher proportion of women in lower-level positions, and as such, on an aggregated basis, this results in higher median base earnings for men.



Total Remuneration

For our **Frontline Operational Workforce**, our review identified that men are more likely to work overtime, and of those who received overtime payments, men earned, on average, more than women (a key factor being men having higher base earnings). A comprehensive review will be conducted to determine if this is a direct result of role level and experience, or whether there is an unequal opportunity to accessing overtime between men and women.

For our **Functional Support Workforce**, women are over-represented in lower-level positions that generally do not attract as many allowances or bonuses (e.g., STI); these are generally aligned to higher level positions, which are currently over-represented by men. In addition, of those who received allowance payments (e.g., STI, car allowances), men earned more, on average, than women (a key factor being men having higher base earnings).

Cleanaway's Gender Strategy

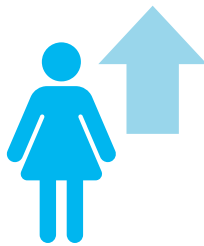
The Gender Strategy supports the Diversity and Inclusion Strategy and outlines the specific targets and actions to improve gender equity and the gender pay gap at Cleanaway.

Recent actions within our gender strategy:

Increased the number of women at Cleanaway to

22.8%

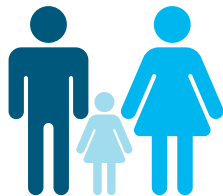
(from 20.8% in FY22)



Set targets for women in our Executive Team (CEO+1) and leadership roles (CEO+2)



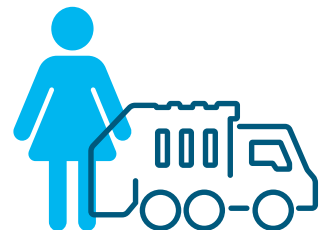
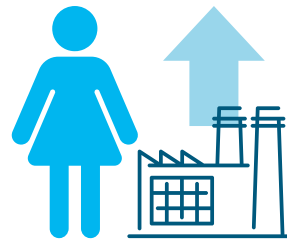
Refreshed our parental leave policy to provide paid leave for primary and secondary carers and to make all employees eligible from day one of employment



Increased the number of women in operational roles to

10%

(from 7.4% in FY22)



Launched Cleanaway's Driver Academy for Women aiming to give women, women-identifying and non-binary people outside of the waste management industry an opportunity to start a new career path as a heavy vehicle driver.

FY24 and FY25 actions

1. Continue to commit to female participation targets
2. Review and refresh Cleanaway's policies and processes to ensure they are inclusive of all genders, including flexible working
3. Accelerate professional development, mentoring and talent program opportunities for women
4. Determine a consistent and endorsed approach to pay equity reviews
5. Conduct deeper analysis into take up of penalties, overtime and allowances
6. Finalise site facility audits and invest in required upgrades



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