

**BUILDING STRONGER  
FOUNDATIONS**

*together*

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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.



This is an interactive PDF designed to enhance your experience. The best way to view this report is with Adobe Reader. Click the links on the pages or use the home button  in the header to navigate the report.

## About this report

In this report, you'll learn about our progress against our material topics<sup>1</sup> and sustainability pillars over the past financial year (1 July 2023 to 30 June 2024). Our report from last year, published in September 2023, is available [here](#).

Our sustainability practices<sup>2</sup> are reported aligned with 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 [cleanaway.com.au/contact-us](mailto:cleanaway.com.au/contact-us)

Ernst & Young was engaged by Cleanaway to provide limited assurance, as defined by Australian Auditing Standards, over selected sustainability performance data in Cleanaway's 2024 Sustainability Report and [ESG Databook](#). Please refer to the appendix for a copy of the Assurance Statement.

## FY24 REPORTING SUITE




Our Sustainability Report forms part of our broader 2024 reporting suite, available online at

[www.cleanaway.com.au](http://www.cleanaway.com.au)

- Annual Report
- Modern Slavery Statement
- Corporate Governance Statement

<sup>1</sup> Material topics are those sustainability topics that matter most to our stakeholders, as determined by our 2023 materiality assessment.  
<sup>2</sup> Unless otherwise stated, disclosures cover Cleanaway and the entities we controlled during the 12 months ended 30 June 2024. Our joint ventures are also discussed in this report but have not been included in performance metrics, except where explicitly stated otherwise. For definitions of key performance metrics, refer to our Basis of Preparation, which can be found in the Cleanaway ESG Databook. Current and historical performance data is also contained in the ESG Databook.

An aerial photograph of a suburban residential area in Cairns, Queensland, Australia. The houses are densely packed with green lawns and trees. In the background, there are rolling green hills and mountains under a bright blue sky with scattered white clouds. A large, light blue diagonal graphic element is overlaid on the left side of the image, containing text.

Cleanaway is playing a vital role in supporting Australia's transition to a sustainable future.

*We are making a positive impact today, and investing to make an even greater impact on tomorrow, for the benefit of all Australians.*

As the nation's leading waste solutions provider, this positions Cleanaway to continue leading the way in sustainable waste management for years to come and deliver on our purpose of *making a sustainable future possible*

*together.*

# ABOUT CLEANAWAY

*Making a sustainable future possible together*

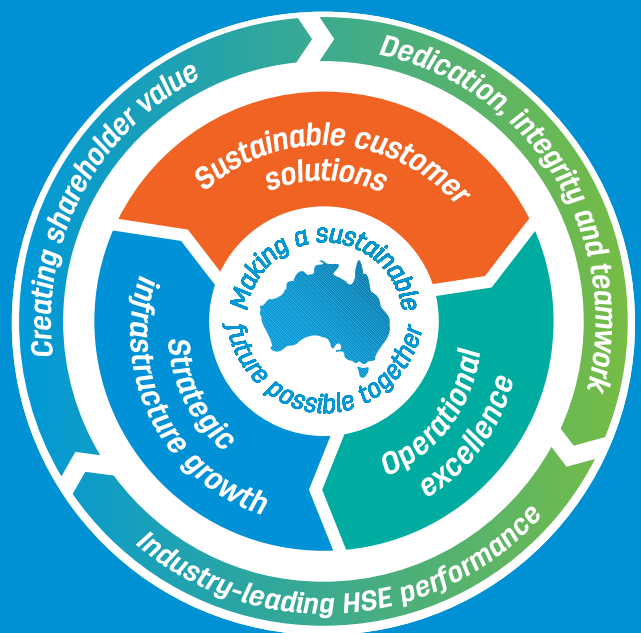
As Australia’s leading waste solutions provider, Cleanaway is dedicated to contributing to the nation’s transition to a more sustainable future. Waste, often seen as an everyday by-product, holds extraordinary potential as a resource to be reused, recovered, or recycled. However, if not treated and disposed of in a safe and compliant manner, it can harm people and the environment.

Cleanaway has a long and proud history of delivering at-scale waste solutions that provide environmental and public health benefits to our customers, communities, and the environment. Our national network of licensed facilities including transfer stations, engineered landfills, liquid treatment plants, and refineries and depots, allows us to collect, process, treat, recycle, or safely dispose of various waste types for over 170,000 customers each year. This capability uniquely positions us for the reuse, recycling and recovery of resources while ensuring the safe disposal of non-recoverable waste.

At the heart of our customer-led strategy, Blueprint 2030, is our goal to be the most sustainable ‘waste as a resource’ company, which we are working towards through living our purpose of *making a sustainable future possible together*.

Our strategy aims to provide high-circularity, low-carbon solutions, seamless customer service, and value for money, creating superior value for all our stakeholders. By working together with our employees, customers, suppliers, regulators and communities, we are making a sustainable future possible for the benefit of all.

## Our Blueprint 2030 strategy





# Our Sustainability Framework

Every day we are *'making a sustainable future possible together'* by recovering resources, protecting the environment, reducing emissions, and working together with our people, customers, partners and communities.

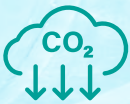
These actions – the four pillars of our framework – are aligned with our material topics and bring accountability to our efforts to achieve sustainability outcomes.



## Recovering resources



## Protecting the environment



## Reducing emissions



## Working together

# Who is this report for?

## Employees

Our people are our greatest asset. We have more than 7,900 employees at ~330 sites across Australia, most of them in operational roles. Our employees represent Cleanaway in their interactions with other stakeholders every day.

## Suppliers

More than 7,400 suppliers provide the goods and services required to meet our diverse needs.

## Communities

We are committed to supporting communities around Australia and building strong relationships through education and community engagement.

## Customers

Our Solid Waste Services, Industrial and Waste Services, Liquid Waste, Health Services, and Hydrocarbons businesses reach more than 170,000 direct customers and millions of indirect customers through our municipal contracts.

## Business partners

We work with business partners who are aligned with our purpose and goal to make domestic circularity a reality.

## Governments and regulators

Federal, State and Local Government laws and regulations affect the waste management industry and our business operations across the nation.

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# PERFORMANCE

## at a glance

We strive to live our purpose in a way that continually delivers better outcomes for our people, customers, communities and the environment.



### Recovering resources

We play a vital role in enabling Australia's circular economy, working with our partners to ensure valuable resources are recovered from waste streams and returned to the value chain.

Containers processed via CDS<sup>1</sup>

**208kt**

through Cleanaway facilities for NSW, QLD, VIC, WA and SA  
FY23<sup>2</sup> 185kt

Paper and cardboard recycled

**430kt**

and shipped to third parties through Cleanaway's central commodities trading desk  
FY23 431kt

Plastics recycled

**23kt**

and shipped to third parties through Cleanaway's central commodities trading desk  
FY23 20kt

Waste oil recovered

**104ML**

collected from customers to be processed through Cleanaway facilities  
FY23 108ML



### Protecting the environment

As a total waste solutions provider, we prioritise resource reuse, recycling, and recovery wherever possible. When these options are not feasible, we offer safe and responsible, at-scale treatment and disposal solutions.

Environmental compliance

**Zero**

major or significant environmental incidents in FY24

Environmental toolkits in place at

**96%**

of all licensed sites in FY24

Environmental assurance

**88**

environmental audits conducted in FY24

<sup>1</sup> Includes JVs.

<sup>2</sup> FY23 figure has been updated since prior year report publication. For more information, please visit our ESG Databook.



OVERVIEW

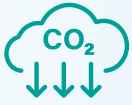
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## Reducing emissions

The goal of net zero puts pressure on all of us to reduce greenhouse gas emissions. We are committed to reducing our emissions and helping our customers do the same.

### Gross Scope 1 and 2 emissions<sup>1</sup>

**1,122Kt CO<sub>2</sub>-e**

↓ 5.4% from prior year  
FY23<sup>2</sup> 1,187Kt CO<sub>2</sub>-e

### Landfill gas captured

**~246.7Mm<sup>3</sup>**

from the natural breakdown of waste in our landfills  
↑ 12.5% from prior year  
FY23 ~219 Mm<sup>3</sup>

### Energy generated from landfill gas<sup>3</sup>

**~225.3GWh**

enough to power more than 37,000 average homes  
FY23 ~242GWh  
↓ 7% from prior year



## Working together

To deliver on our mission requires the co-ordinated effort and hard work of our people, suppliers, and communities. Together, we fulfil our purpose of *making a sustainable future possible together.*

### Our people

#### Health and safety

**4.6**

Total Recordable Injury Frequency Rate (TRIFR)<sup>4</sup>  
FY23 3.7

#### Culture

**Guiding Principles**

for how we work launched

#### Female participation<sup>5</sup>

**24.3%**

↑ 6.5% from prior year  
FY23 22.8%

### Our community

#### Community education<sup>6</sup>

**1,555**

sessions held nationally  
FY23 1,477+

#### Community engagement

**32,500+**

people engaged  
FY23 30,000+

#### Spend with First Nations businesses

**\$15.7m**

↑ 45.3% vs prior year  
FY23 \$10.8m

1 Calculated using methods prescribed as Method 1 under the National Greenhouse and Energy Reporting (Measurement) Determination 2008.  
2 FY23 figure has been updated since prior year report publication. For more info, please visit ESG Databook.  
3 Generated by Cleanaway or third parties.  
4 TRIFR is measured per million hours worked and includes both employee incidents and hours worked, and contractor incidents and hours provided to Cleanaway.  
5 Female participation figures represent the percentage of active employees as at 30 June 2024. Excludes Labour Hire, Directors, Owner Drivers, Contractors and Consultants. Determined based on headcount.  
6 A session is defined as a workshop or any similar type of gathering regardless of the duration. Sessions include engagement at schools, communities or businesses.

Through the execution of our Blueprint 2030 strategy, our efforts will support environmentally sustainable communities, foster social equity and ensure our long-term economic viability.

One of the best parts of my role is spending time on-site with the hardworking, dedicated members of the Cleanaway team.

Every day, across Australia, they work together to keep each other safe, serve our customers and deliver environmental, economic and societal benefits to our communities.

Cleanaway's purpose of *'making a sustainable future possible together'* is more than words on a wall; it's a source of genuine pride anchored in our collective impact. Our team know their actions benefit the environment and communities they live and work in, as well as their families, friends and future generations.

We live our purpose every day. For example, our Container Deposit Scheme operations, collected more than 208kt of eligible containers in FY24. By recovering resources in this way, we reduce the need for virgin materials. Or, in our Liquids Technical Services business, in FY24 we worked for several government agencies, responsibly treating and disposing of hazardous household waste, so it didn't end up being incorrectly disposed of where it could cause serious environmental harm.

During FY24 we refreshed our Sustainability Framework. Our objective was to focus on where we could effect the greatest material and positive outcomes for the environment, our people and the communities in which we serve, by:

- Recovering resources
- Protecting the environment
- Reducing emissions, and
- Working together.





The following pages bring our framework to life, and I hope you enjoy reading about our progress. Our team has delivered several achievements I am particularly proud of:

- **Health, Safety and Environment (HSE) performance:** We trained 350 operational leaders in our HSE leadership program, Stronger Together; deployed six new Critical Risk standards; advanced the verification of in-field risk controls; and reduced fire severity through improved fire detection and prevention.
- **Female participation:** For the fifth year in a row, our overall female participation increased. It is now 24.3%, up from 22.8% in FY23.
- **Emissions reduction:** We reduced our greenhouse gas emissions (GHG) by 5.4%, and through our renewable diesel demonstration, proved that we could run our fleet on the renewable diesel HVO100, which according to our lifecycle assessment would generate 91% lower GHG's than fossil diesel.
- **Circularity:** We partnered with Viva Energy on an at-scale solution for recycling soft and other hard-to-treat plastics in Australia.
- **Community and education:** We delivered the Recycling Behaviours Report 2024, our fourth annual report with the Clean Energy Finance Corporation, which led to a national awareness campaign about safe disposal of batteries.

We know our stakeholders want to see measurable outcomes and so in FY25 we will develop additional goals and targets, so we can measure our progress more comprehensively and provide greater transparency.

We are also preparing for the new Australian Sustainability Reporting Standards, which we see as an opportunity to give our investors and stakeholders greater insight into our work to create a sustainable future for our business, our customers, our communities and the environment.

Stay safe out there,

**Mark Schubert**  
Chief Executive Officer and Managing Director



# Governance of sustainability

Making a business truly sustainable means both looking ahead and acting now to make things better for our employees, the community, the environment, and our customers.

As well as foresight and action, we must be accountable, with strong corporate governance that protects our stakeholders' interests through effective oversight, risk management, and transparency.

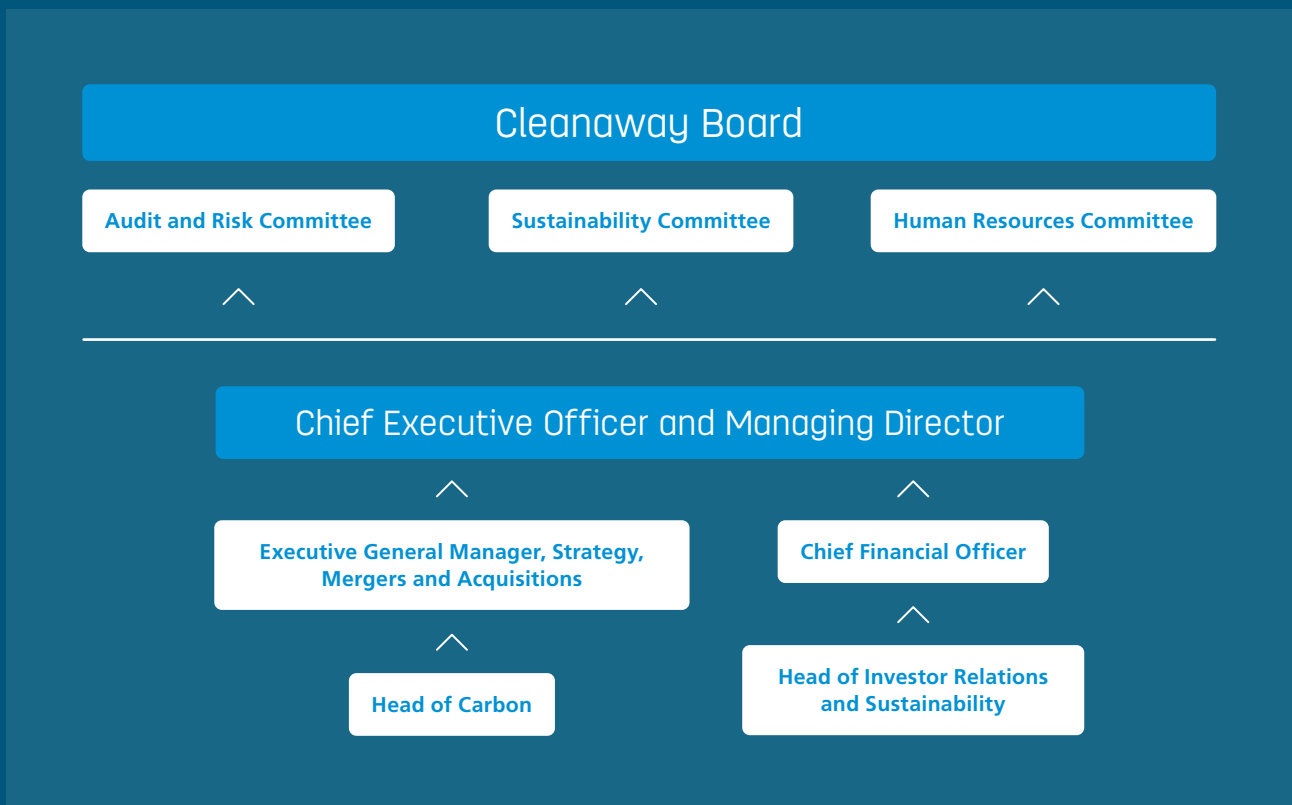
The Sustainability Committee is key to that governance. One of its primary responsibilities is to assess climate-related risks and opportunities and report these matters directly to the Board. It reviews key disclosures, including Cleanaway's Sustainability Report, climate change disclosures, health, safety and environmental compliance, and our Modern Slavery Statement. It also sets targets and defines measures for sustainability performance.

The Sustainability Committee delegates the sustainability strategy to the Managing Director and Chief Executive

Officer who reviews and oversees its implementation, ensuring the Board has insight into Cleanaway's workplace health and safety, environmental management, quality management and sustainability – including climate risks and carbon.

To ensure that strategy, sustainability, and climate-related matters are linked, the Head of Carbon reports to the Executive General Manager, Strategy, Mergers and Acquisitions, and our Head of Investor Relations and Sustainability reports to the Chief Financial Officer.

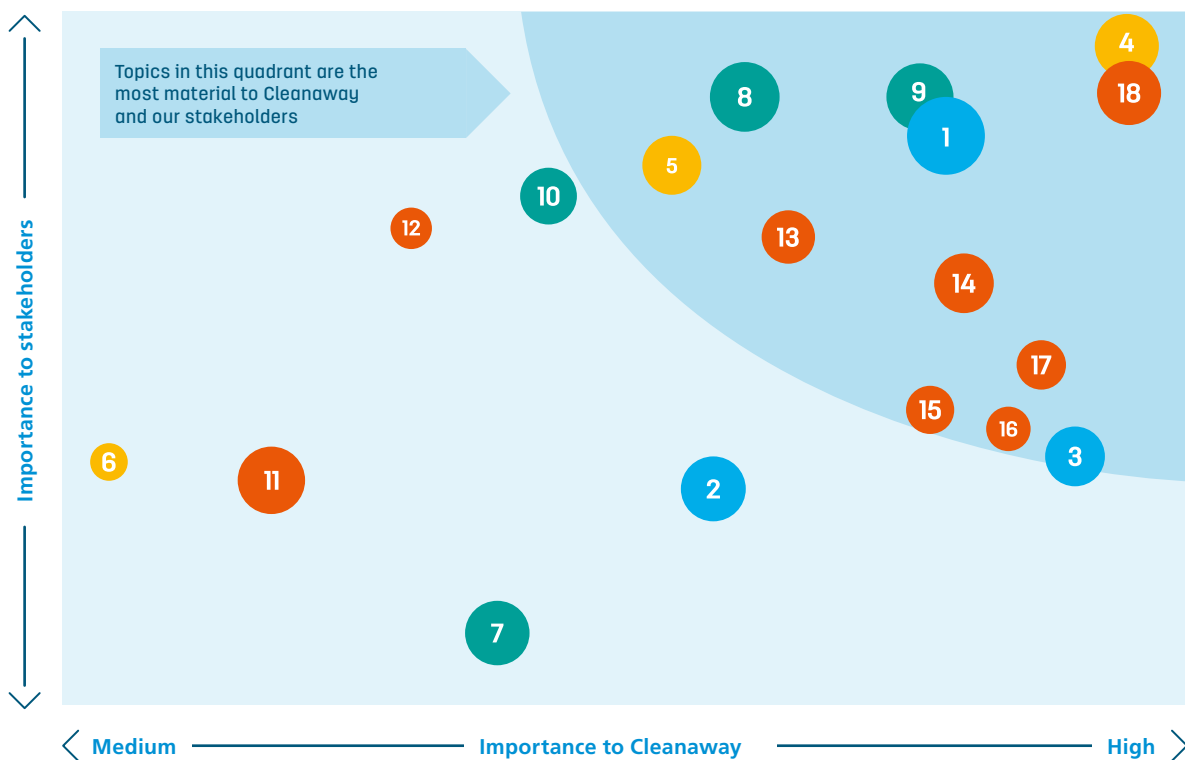
Finally, our Audit and Risk Committee ensures that Cleanaway's sustainability and climate-related risks are assessed and managed as an integral part of our Enterprise-wide Risk Management Framework.



➤ For further information view our [Corporate Governance Statement](#).

# Materiality matrix

This report focuses on the sustainability risks, opportunities and impacts that hold significant relevance for both our organisation and our stakeholders. We undertook a materiality assessment in FY23 and in FY24, these material topics were key to shaping our new Sustainability Framework. We remain committed to prioritising material topics based on their importance and impact level on Cleanaway and our stakeholders. These topics are systematically linked to our sustainability pillars: Recovering resources, Protecting the environment, Reducing emissions and Working together. In FY25, we will be undertaking a materiality assessment, consistent with our approach of doing them every two years.



## Recovering resources

- 1 Circular economy
- 2 Partnerships for integrated solutions
- 3 Strategic infrastructure

## Protecting the environment

- 4 Environmental impacts and compliance
- 5 Community impact management
- 6 Water consumption

➤ Refer to the ESG Databook for more information.

## Reducing emissions

- 7 Advocacy and policy leadership
- 8 Climate risk and opportunity
- 9 1.5°C ambition
- 10 Governance, accountability and transparency

## Working together

- 11 Responsible supply chain
- 12 Labour practices
- 13 Culture, diversity and inclusion
- 14 Customer experience
- 15 Community education and engagement
- 16 Economic contribution
- 17 Talent attraction and retention
- 18 Health and safety



# RECOVERING RESOURCES

We play a vital role in enabling Australia's circular economy, working with our partners to ensure valuable resources are recovered from waste streams and returned to the value chain.





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## By extracting valuable resources from waste streams, we are enabling their re-use, while driving Australia's circular economy.

Through resource recovery we can reduce the amount of material that ends up in landfills, conserve natural resources, and mitigate the environmental impacts of resource extraction. By avoiding landfill, it also lowers greenhouse gas emissions that would otherwise have been generated.

Cleanaway's resource recovery operations have an important role to play in enabling Australia's transition to a circular economy and we are growing our network to support our ability to do this. And, through partnerships and innovation we continue to identify opportunities to develop recycling or reuse solutions at scale.

### Material Topics

Circular economy

Partnerships for integrated solutions

Strategic infrastructure

Governance, accountability and transparency

# Circular economy

A circular economy closes the loop by recovering valuable resources and keeping them in circulation for as long as possible, using them to manufacture new products, and encouraging reuse and recycling over a product's whole lifecycle.

Cleanaway is helping to close the loop with innovative solutions for recovering resources from the waste stream and returning them to the supply chain. Our customer and industry partnerships, our strategic assets and technology, and resource recovery expertise, enable us to deliver these solutions at scale.

## Expanding our container recovery network into Victoria

Cleanaway is Australia's largest collector of polyethylene terephthalate (PET), high-density polyethylene (HDPE) and polypropylene (PP) plastics through our involvement in container deposit schemes in New South Wales, Western Australia and Queensland.

In November 2023, TOMRA Cleanaway commenced as the West Zone Operator for Victoria's container deposit scheme, CDS Vic. With a population of over 2 million, the West Zone equates to approximately one-third of the State.

By recycling used bottles, containers and cans, we prevent hard plastics and aluminium from becoming litter. CDS Vic also provides community groups, charities, environmental organisations, sporting groups and schools with a new way to raise funds – with the added benefit of keeping their local community clean.

➤ [For more information visit the website.](#)



One of the first truckloads of collected materials from CDS VIC West Zone via TOMRA Cleanaway.



## Partnering to deliver sustainable solutions for soft plastics

An analysis of Cleanaway's 'bag-in-bin' kerbside collection trial with Australian councils showed that 85%<sup>1</sup> of collected household soft and other hard-to-recycle plastics are suitable for chemical recycling into food-grade plastics. However, Australia does not have a solution to do this at scale.

Cleanaway, in partnership with Viva Energy, wants to address this issue in what could be a game-changing move for food-grade recycled packaging. It would reduce the amount of soft plastics going to landfills and create a circular path for new products.

In FY24, we initiated a pre-feasibility study of a possible facility in Victoria. The proposed facility is particularly exciting because the process would produce an oil, which is then converted into a plastic resin with chemical properties

identical to virgin products using Viva Energy's refinery and polypropylene plant in Geelong, Victoria.

The pre-feasibility assessment will identify a pathway to commissioning the new facility in 2028. With the technological solution in place, the feasibility of operations will depend on a sure supply of feedstock (being the soft and other hard-to-recycle plastics) and market demand for the generated recycled plastics. The Commonwealth Government's packaging regulation reform and product stewardship framework, anticipated to be in effect by the end of 2025, will be critical.

➤ For more information visit our website.

## Circular Solution for Hard-to-Recycle Plastics



1 Source: NPRS Trials Review. A Report to the Australian Food and Grocery Council (AFGC), Page 24.

### Partnering with Circular Plastics Australia

Our involvement in Circular Plastics Australia (PET) (CPA PET) is another way we're helping to build the local circular economy.















CPA (PET) is a joint venture between Cleanaway, Pact Group, Asahi Beverages and Coca-Cola Europacific Partners. Together, we are building a domestic circular plastics supply chain, where Cleanaway brings its at-scale collections capabilities and CDS operations to the partnership.

Having already opened a facility in Albury, New South Wales in FY22, in FY24 the joint venture opened a second CPA PET facility in Altona North, Victoria, doubling the processing capacity to 56,000 tonnes of PET. This is the equivalent of 2 billion 600ml PET bottles each year, or approximately 76 bottles for every Australian.

During the year, Circular Plastics Australia (PE), our joint venture with Pact Group, opened a third facility at Laverton North, Victoria. This state-of-the-art facility can process over 20,000 tonnes of recycled HDPE and PP – the equivalent of over half a billion plastic milk bottles and food tubs – every year.

The post-consumer material is sorted, shredded, washed, sanitised and dried before being converted into high-quality food and non-food-grade resins. The recycled resins can replace imported virgin resin in the manufacture of new packaging.

## Know your plastics

	<b>Polyethylene Terephthalate</b> Carbonated drink bottles Water bottles	Fruit punnets	Meat trays	 PET
	<b>High density Polyethylene</b> Chemical containers Detergent bottles	Toys Milk bottles	Bulka bags	 HDPE
	<b>Polyvinyl Chloride</b> Shower curtains Piping	Cling wrap Adhesive stickers	Signage	 PVC
	<b>Low density Polyethylene</b> Shopping bags Outdoor furniture	Soft plastics (plastics that can be crunched in your hand)	Squeeze bottles (tomato sauce bottles)	 LDPE
	<b>Polypropylene</b> Stationery Lunch boxes	Ice cream containers Corflute signage	Strapping Plant pots	 PP
	<b>Polystyrene</b> Foam slabs and pellets used as packaging mediums	Disposable foam plates, cups and bowls		 PS
	<b>Other plastics</b> All other plastics including: Fibreglass Nylon	Beauty product packaging Bioplastics	Acrylic PLA	 OTHER





## Expanding our organics processing facilities in New South Wales

The NSW State government has a policy to divert food organics away from landfills, so Cleanaway is expanding its organics processing capacity and network. Following the acquisition of Eastern Creek Organics (formerly GRL) in FY23, we began to transition this site from inserting red bin waste to also processing food, organics and garden organics (FOGO). This transition, scheduled for completion in FY25, will increase Cleanaway’s capacity at the Western Sydney facility by 35%.

Additionally, Cleanaway is commissioning a de-packaging unit at its Kemp’s Creek facility in New South Wales to process packaged organic material. This unit, set to be operational towards the end of FY25, will serve metropolitan Sydney and complement the investment in FOGO processing at our nearby Eastern Creek facility.

### Celebrating five years of serving Brisbane through the Resource Recovery Innovation Alliance (RRIA)

In 2018, Cleanaway partnered with Brisbane City Council (BCC) to launch the Resource Recovery Innovation Alliance (RRIA) to manage Brisbane’s waste. FY24 marked the halfway point of this 10-year agreement, during which the alliance has been serving the Brisbane community by:

Serving  
**5.8 million +**  
customers

Transporting  
**2.5 million +**  
tonnes of general waste

Diverting  
**500,000 +**  
tonnes of waste from landfills  
via resource recovery operations

RRIA Operations Manager Shannon Gorman said: “At the heart of this complex operation are the people, approximately 100 individuals from the RRIA administration team, resource recovery operators, drivers and the Brisbane Landfill team. These individuals contribute to providing an essential service that keeps our city clean, green and healthy.”

“I truly believe the next five years will be really exciting and the work rewarding. We’ll be augmenting the systems we have in place to further divert food organics and garden organics while continuing to work on recovering resources.”

▶ For more information visit our website.

### Forward looking

As we move into FY25, we will focus on the following actions:

- Commission our Western Sydney Materials Recovery Facility (MRF).
- Complete the transition of Eastern Creek Organics facility to process FOGO.
- Finish our pre-feasibility study with Viva Energy and move into the front end engineering and design (FEED) phase.
- Pilot end-of-life textile collection and recycling, together with our partners.



# PROTECTING THE ENVIRONMENT

As a total waste solutions provider, we prioritise resource reuse, recycling, and recovery wherever possible. When these options are not feasible, we offer safe and responsible, at-scale treatment and disposal solutions.



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Environmental protection is one of our foundations at Cleanaway and we know it's important to our customers too. That is why we are committed to protecting the environment in our daily activities and offering safe and responsible waste services to our customers.

Many waste streams are inherently hazardous, and we implement rigorous procedures and controls to safely collect, treat, and dispose of them. By doing so, we minimise the risk of harm to the environment and our communities as well as ensuring compliance with strict environmental and safety standards.

We provide these essential services to our customers, helping them operate in ways that protect the environment and prevent their activities from causing harm.

### Material Topics

Environmental impacts and compliance

Community impact management

Governance, accountability and transparency

# Environmental impacts and compliance

In the tightly regulated waste industry, Cleanaway upholds high standards by embedding risk management in daily operations and in compliance with applicable laws.

## Environmental risk management and compliance

Cleanaway’s environment policy sets out our ‘Environment Absolutes’, which detail how we manage environmental risk and comply with regulation.

In FY23, we began a journey to transform the way we manage our environmental risks as part of our broader focus on Health, Safety and Environment (HSE) strategy. In FY24, we set out a five-year roadmap to drive improvements in our HSE performance and culture (refer to Working together pillar). Improving environmental outcomes is a key focus of the roadmap programs.

During FY24 we have continued to transform how we manage environmental risk at Cleanaway. Our environmental management system ensures we consider and mitigate environmental risks in all aspects of our work. This includes detailed site-specific environmental risk registers and associated plans and tools. We also refreshed our Environment Standard and Guidance and delivered the annual environmental

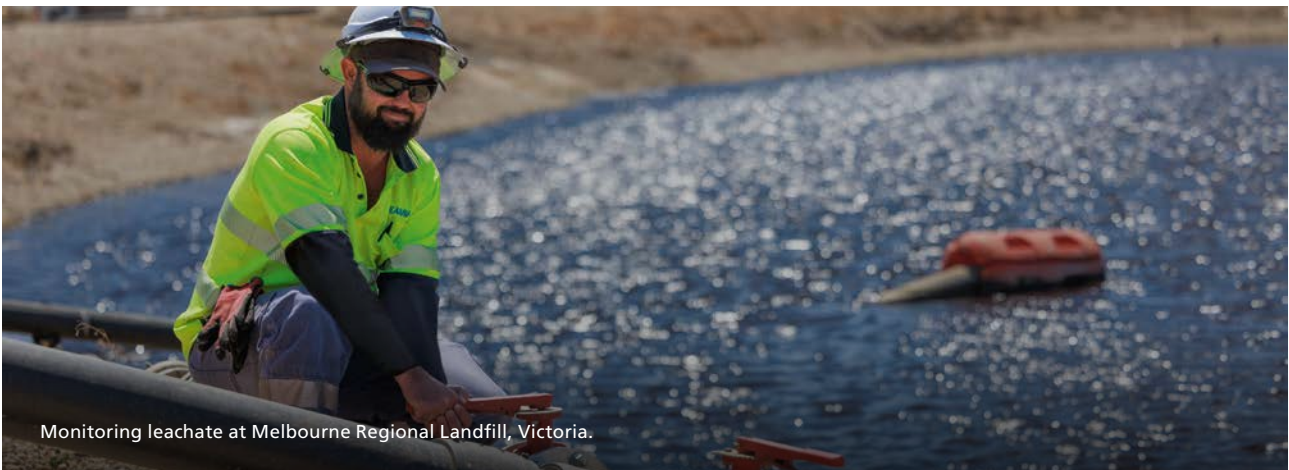
audit program to assure our activities against regulatory requirements and our own internal standards.

During FY24 the HSE Critical Risk Program, implementation of our HSE Culture framework and focused improvement on Everyday HSE Conversations between leaders and the frontline workforce are all building blocks to further develop our branches’ capability and performance to protect the environment.

In addition to our general duties to protect the environment, Cleanaway has over 130 of its sites licensed by environmental regulators. Licensed sites are subject to site-specific conditions that must also be complied with and are regularly assured.

Like our safety management systems, the environmental management system is independently certified to international standard ISO14001.

- [View our certifications on our website.](#)
- [View further compliance data on our website.](#)



## Fire risk management

Early detection and suppression of fires is critical, especially with more uncontrolled waste, such as lithium batteries, entering the waste stream in a less controlled way.

During FY24, Cleanaway completed the purchase, delivery, and training for 78 Blitzfire Monitors at 40 high-risk sites, and a further \$12 million of risk reduction projects across a further 30 sites.



### Fire at Erskine Park

**In early December 2023, a fire was triggered by loader movements in freshly tipped commercial waste which unknowingly contained flammable liquid.**

The loader operator noticed the fire and alerted the operations team, who implemented the site's emergency response procedures and the early warning detection systems kicked into action:

- Thermal infrared cameras detected elevated temperatures and alerted the offsite security provider, who verified the breach using CCTV, and contacted the fire brigade and branch.
- The smoke detection system activated a general fire alarm, which also notified the fire brigade.

Operations personnel tried unsuccessfully to control the fire using fire hoses. When that proved unsuccessful, water cannons were deployed, and the fire was fully extinguished within four-and-a-half minutes.

The extraction system quickly removed smoke from the building, allowing responders to take hot and burnt waste away from the stockpile.

The transfer station was reopened less than two-and-a-half hours after the fire broke out. Fire and Rescue NSW commended the Cleanaway team on their response to the fire incident.

Cleanaway's fire strategy is focused on protecting our people, assets and the environment:

- Early detection using monitored and alarmed thermal cameras to enable the site teams to respond quickly.
- Additional fire infrastructure and equipment giving the site teams the ability to apply early fire suppression.
- Significantly reducing the amount of water required to control the fire, reducing any potential environmental impacts.

This case study shows the value of having multiple controls in place. Early detection and response prevented escalation and reduced the harm, loss and damage. Personnel were trained in the site's safety systems and knew the site's emergency response plan. All fire controls on-site were tested and ready in case of fire.



## Fixed asset integrity management

Process safety is key to managing the range of hazards inherent in the collection, treatment, processing, refining, recycling and destruction of solid waste, hazardous liquids, hydrocarbons and chemical waste.

The objective is to identify and proactively manage hazards that could cause a major accident or incident that could harm people, the environment, or damage our assets.

In FY24, we adopted the principles of American Petroleum Institute 754, integrating the four tiers of process safety incidents into our current incident management system. This recommended practice identifies leading and lagging process safety indicators for driving performance improvement. The indicators are divided into four tiers representing a leading and lagging continuum. Tier one is the most lagging, and Tier four is the most leading, focusing on learning from failures in safety management systems and

operating discipline for the control of hazardous materials and/or energy.

During the year, we also introduced a Computerised Maintenance Management System (CMMS) for planning, executing and recording preventative and corrective maintenance for fixed assets and equipment across Cleanaway.

The classification and categorisation of fixed plant assets in a central location enables Cleanaway to standardise maintenance practices and to embed and systematise related learnings across a broad network of sites. Over the last six months of FY24 we added over 15,000 pieces of fixed plant and equipment items into the system, and we expect to add all of our fixed plant and equipment to the CMMS by the end of FY26.

➤ [For more information please visit our ESG Databook.](#)

## Cleanaway's Graduate Program

Recognising Danielle Cordeiro, a dedicated member of our team playing a vital role in protecting the environment.



Danielle joined Cleanaway in early 2022 as part of our national graduate program, a fast-track initiative where our graduates rotate through multiple areas of the business across two years. With a Bachelor of Science majoring in Ecology and Conservation Biology in 2018 and a Master of Environment and Sustainability in 2021 from Monash University, Danielle was well educated in environmental protection and sustainability.

She says that "While completing my Master's degree, waste management was often touched on but not explored in detail. I was keen to learn more and Cleanaway's Graduate Program, with its unique blend of education and industry exposure, provided the perfect opportunity."

Danielle also reflected on her appreciation of being able to move around the different areas

of the business, both in operations and support functions. This helped to strengthen her professional confidence and build relationships with a diverse range of managers whom she now considers mentors.

The Program provided Danielle with a broad understanding of our operations but also the opportunity to build a strong network across the business. Danielle excelled and secured a full-time position as an Environment Business Partner in Victoria.

In her current role, Danielle helps to protect the environment and ensure compliance across our Victorian sites. "Our team provides specialist environmental support to our sites to minimise the environmental risks of the waste we receive and manage for our customers. As my responsibilities increase, I hope to drive further environmental improvements on sites and look forward to supporting our operational teams in a greater capacity."

Danielle's advice to those entering the workforce is to be proactive in their learning and growth. She encourages them to seek opportunities to get involved in areas that interest them, even if it's outside their immediate responsibilities, and to connect with experienced colleagues for guidance and mentorship.



## Decommissioning hand sanitiser

**During the global COVID-19 pandemic, hand sanitiser was deemed indispensable, leading to a rush to produce and stockpile vast amounts that far exceeded what could be used before expiry. Now, in the wake of the pandemic, these stockpiles of hand sanitiser must be treated and disposed of to minimise the risk of environmental harm.**

In FY24, Cleanaway's Liquid Technical Services (LTS) business completed a number of major sanitiser treatment and disposal contracts, in which it collected, consolidated and treated 515 tonnes of expired hand sanitiser, reducing its impact on our environment.

In addition, packaging waste generated in this process was diverted from landfill and recycled, helping to close the loop on plastic waste. Cardboard was repurposed within our internal solid waste operations. Pallets were inspected and those in suitable condition were reused, while damaged pallets were chipped and turned into landscaping materials.



## Remediation of landfill site in Clayton completed

**In 2024 Cleanaway proudly handed over its fully remediated 30-hectare landfill site at Victory Road in Clayton, Victoria, for the City of Kingston community to enjoy.**

Around 450,000 square metres of engineered geosynthetics and 180,000 cubic metres of soil were used to safely cover the landfill. The site was topped with 300,000 square metres of grass and the team planted 230,000 shrubs and trees, using seeds native to the area.

Three kilometres of paths, a fitness circuit, fenced dog park, and viewing platform were all constructed for the community. The site connects to the City of Kingston's broader 'Chain of Parks'.

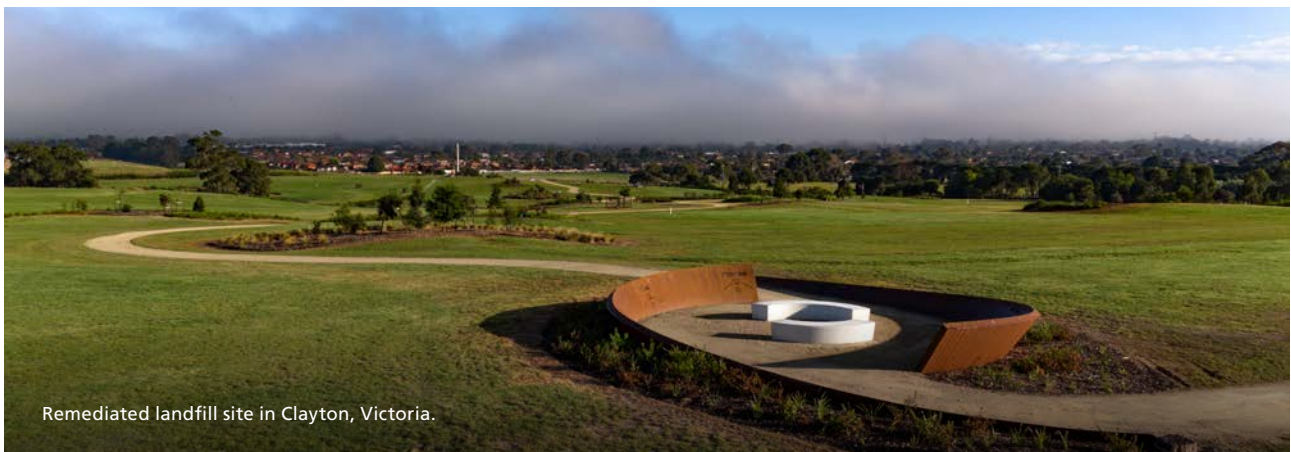
This five-year transformation revitalised the site into a parkland that is functional and sustainable to best practice engineering, design and environmental standards. Part of one of the largest landfill remediations of its kind in Australia, conducted across several Clayton locations, it owes its success to careful selection of supplier partners, high-grade materials and strict regulatory compliance.

In line with Cleanaway's carbon reduction targets, the site safely captures methane gas and uses it to generate electricity for the community.

Cleanaway worked closely with the City of Kingston, the Environmental Protection Authority Victoria, and the south-east Melbourne urban community nature program, Living Links. The result is a green space that creates and protects value for heritage and landscape conservation, biodiversity, waterway health, recreation, agriculture and horticulture.

The work doesn't stop there. Cleanaway will carefully monitor the site for the next three decades to ensure environmental safety and ongoing best practice on landfill transformation.

[▶ For more information please visit our website.](#)



Remediated landfill site in Clayton, Victoria.

# Community impact management

**Our vehicles drive through almost every street and suburb in the many towns and cities across Australia we serve, providing essential services for households, businesses, communities and the environment.**

However, sometimes noise, smell, busy roads, fires and traffic accidents can affect communities. We need to be proactive in managing the risks of these impacts on communities, because without their trust and social licence, we cannot operate effectively, let alone innovate and grow.

To ensure that government, regulators, residents and businesses are informed about our facilities and operations, we follow this community engagement approach.



## Communication and feedback

Our stakeholders can teach us a lot about our sites and help us to ensure we're designing waste management solutions that have the best outcomes for our customers and the community. We build and maintain strong relationships with our varied stakeholder groups to provide transparent, timely information about current activities and future plans while giving them opportunities to ask questions or voice concerns.



## Education

Experience shows that explaining a facility or project's beneficial role in the context of waste management, resource recovery, and environmental impact can improve community sentiment and willingness to engage with us.



## 'Design out' impacts

We work with independent experts to identify the impacts our operations may have on the community or environment, and design solutions to mitigate these impacts. This gives our stakeholders confidence that we're operating to the highest environmental standards.



## Economic contribution

For work that has the potential to have a material economic impact, Cleanaway considers how we can procure supplies and resources locally. Often, we also run a community benefit fund to provide community groups and environmental projects with a financial boost through our work. Increasing the community's understanding of how our projects contribute to the local economy through job creation and by purchasing from local suppliers can also help communities accept our work.



## Community Benefit Fund in New Chum, Ipswich, Queensland

In FY24, the New Chum Community Benefit Fund distributed \$50,000 to a wide range of welfare programs, sporting clubs, youth support and community connectivity initiatives in the Ipswich community.

With the support of the New Chum Community Reference Group, which meets monthly on-site to exchange information, issues and ideas, Cleanaway selected nine projects from 18 submissions by local community groups.

Cleanaway's Queensland General Manager (Solid Waste Services) Aaron Carter said, "This program is incredibly important to Cleanaway.

We operate in the City of Ipswich and many of our team members reside locally. We want to impact the local community positively, and this is an exceptional avenue and opportunity to do so."

Each year, Cleanaway operates a number of Community Benefit Funds to support the communities in which we operate.

➤ For more information please visit our website.

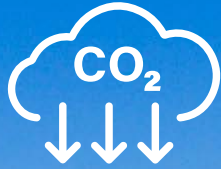


Some of the New Chum Community Benefit Fund recipients: (Top row, left to right) Skate Synergy Roller Sports Club in Bundamba QLD, Riverview State School in Riverview QLD, Dinmore Bushrats Soccer Club in Dinmore QLD; (Bottom row, left to right) Redbank Plains State High School in Redbank Plains QLD, Murri Taipans Sporting Association in Bundamba QLD, Ipswich Basketball Association in Booval QLD.

### Forward looking

As we move into FY25, we will focus on the following actions:

- Complete the commissioning of our PFAS wastewater treatment plant at Campbellfield, Victoria.
- Start our first major decommissioning and remediation contract as an initial step towards expanding into this waste treatment area.



# REDUCING EMISSIONS

The goal of net zero puts pressure on all of us to reduce greenhouse gas emissions. We are committed to reducing our emissions and helping our customers do the same.



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## By reducing our greenhouse gas emissions, Cleanaway can both play its part in reducing climate risks and deliver lower-carbon services to our customers and their end users.

Cleanaway's greenhouse gas emission reduction targets of a 43% reduction in carbon dioxide and a 34% reduction in methane by 2030 are established by reference to the FY22 base year.

These targets are aligned with the most conservative 1.5°C scenarios in the Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC) and are consistent with limiting global warming to 1.5°C above pre-industrial levels by 2100. The methane targets are also aligned with the Global Methane Pledge. We track our performance against these targets on a net emissions basis.

We advocate for the government to champion sustainable practices, foster innovation, and implement policies that benefit both the planet and Australia's economy.

### Material Topics

1.5°C ambition

Climate risk and opportunity

Advocacy and policy leadership

Governance, accountability and transparency

# 1.5°C ambition

Preventing runaway warming of the climate requires immediate action; we are committed to reducing our greenhouse gas emissions and helping our customers do the same.

## Greenhouse gas emissions reduction targets

Cleanaway's net greenhouse gas emissions position is determined by the following:

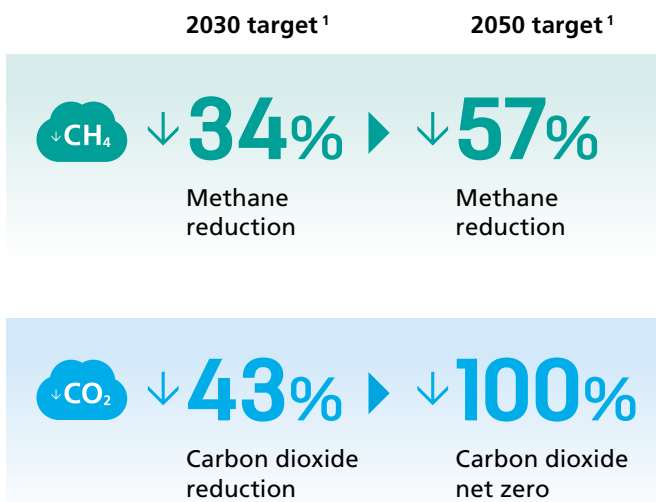
- Total Scope 1 and Scope 2 greenhouse gas emissions (operational emissions) as reported under the National Greenhouse and Energy Reporting Scheme (NGERS) and calculated using prescribed methodologies under NGERS;
- Addition of all Australian Carbon Credit Units (ACCUs) issued in the financial year from abatement projects registered with the Australian Government;
- Subtraction of ACCUs surrendered and carbon offsets in the voluntary carbon credit market (VCM) purchased and surrendered; and
- We track our performance against these targets on a net emissions basis.

Emissions targets that are consistent with a 1.5°C trajectory with a baseline in FY22 require the following net emissions in FY24 for each of the major greenhouse gases and on a combined greenhouse gas basis:

- Methane emissions, 917kt CO<sub>2</sub>-e
- Carbon dioxide emissions, 267kt CO<sub>2</sub>-e
- Combined (methane, carbon dioxide and nitrous oxide) greenhouse gas emissions, 1,191kt CO<sub>2</sub>-e.

➤ [Refer to the ESG Databook for further information.](#)

## Our emissions reduction targets:



Monitoring landfill gas levels.

<sup>1</sup> FY22 baseline year.

## FY24 Performance summary

In FY24, Cleanaway's net methane emissions and combined greenhouse gas emissions met the targets aligned with the 1.5°C scenario, after taking carbon credits into account.

Before carbon credits, operational emissions reportable to NGRS were 1,122kt CO<sub>2</sub>-e, comprising:

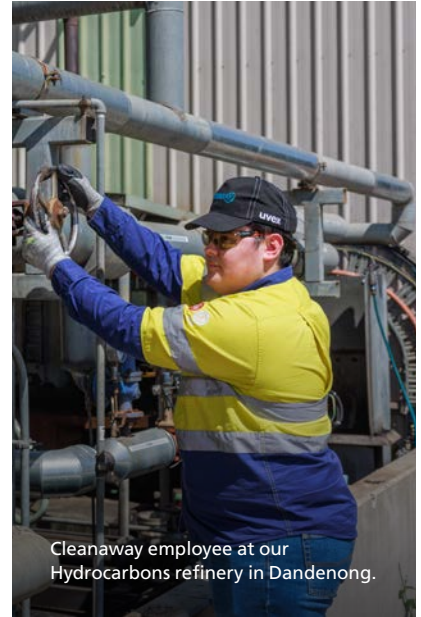
- 808kt CO<sub>2</sub>-e methane, 72% of total emissions
- 308kt CO<sub>2</sub>-e carbon dioxide, 27% of total emissions
- 6.7kt CO<sub>2</sub>-e N<sub>2</sub>O, 0.6% of total emissions.

Our operational methane emissions reduced by 7.6% and our combined operational greenhouse gas emissions reduced by 5.4% compared to FY23.

We remain on track to meet our net 2030 greenhouse gas emissions reduction targets for methane and carbon dioxide.

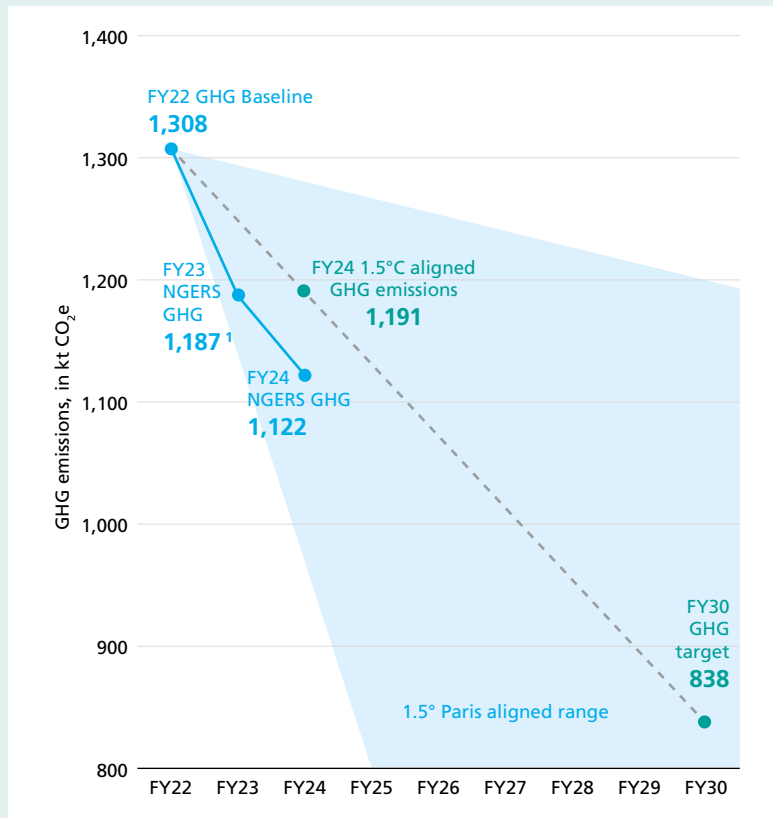
The international carbon credit offsets we purchased and retired to reduce our net FY24 emissions are created from capturing and permanently destroying methane that would have otherwise ended up in the atmosphere.

➤ Refer to the ESG Databook for further information on our carbon offset strategy.



Cleanaway employee at our Hydrocarbons refinery in Dandenong.

## GHG emissions reductions



FY24 compared with FY23 NGRS:



**7.6%**  
reduction in methane



**5.4%**  
reduction in overall GHG emissions

GHG emissions reductions are on track to meet 2030 targets

<sup>1</sup> FY23 NGRS figure was adjusted from 1,189kt CO<sub>2</sub>-e after submission to the Clean Energy Regulator and has been updated since prior year report publication.

### How will we continue to reduce our emissions

Methane emissions from landfills are nearly 72% of our entire greenhouse gas emissions and they are material to our overall footprint. These emissions can be reduced through improved gas capture and converting captured methane into lower carbon intensity energy such as renewable electricity.

For example, at the Melbourne Regional Landfill, Cleanaway's largest landfill, methane is captured and converted into electricity to power, on average, the equivalent of more than 11,700 homes in Victoria.

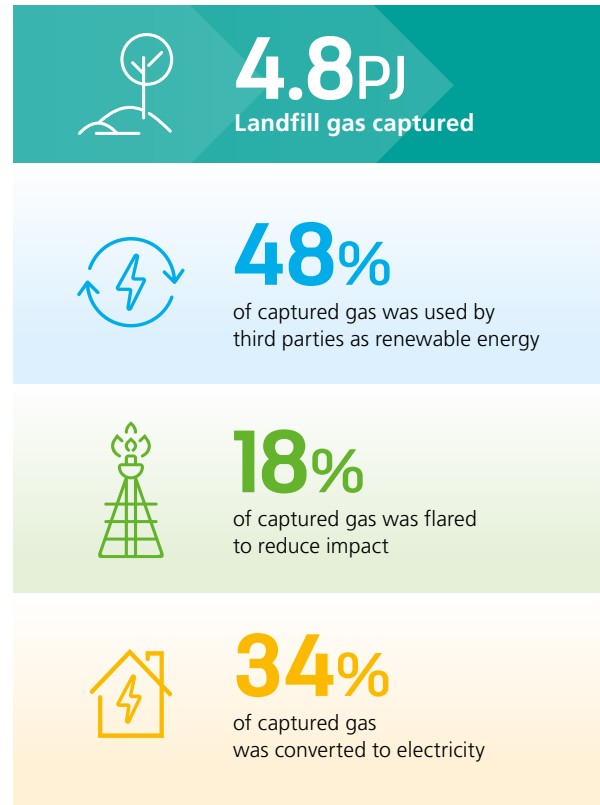
We are also exploring ways to reduce carbon dioxide emissions from our fleet and electricity use. For our fleet, we could substitute low carbon fuels such as renewable diesel for fossil fuel diesel. Fleet decarbonisation is important, as emissions from fleet constitutes approximately 20% of our total Scope 1 and 2 emissions. To reduce our carbon footprint from electricity use, we can increase the consumption of renewable electricity.

#### Landfill gas capture

We are prioritising greenhouse gas emission reductions that are both readily addressable and material to our footprint. For Cleanaway, that means initially focusing on reducing methane emissions from our landfills through improved landfill gas capture. In FY24, we continued to reduce our methane emissions, and we remain aligned to our 1.5°C aligned targets on a net combined greenhouse gas basis.

In FY24, we improved the efficiency of landfill gas capture by 12.5% across our portfolio of landfills, substantially reducing methane emissions. We achieved this through gas capture improvements at MRL and New Chum landfills.

### FY24 Landfill gas capture

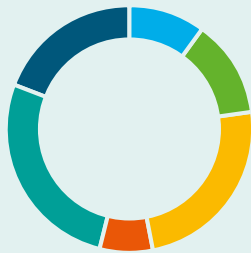


Measuring methane at Melbourne Regional Landfill.



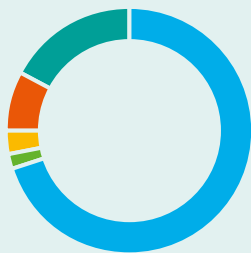
## FY24 emissions profile

### Methane by landfill site <sup>1</sup>



Inkerman landfill, SA	10%
Kemps Creek landfill, NSW	13%
Melbourne Regional landfill, VIC	24%
New Chum landfill, QLD	7%
Lucas Heights landfill, NSW	27%
Other	19%

### Carbon dioxide by source <sup>2</sup>



Diesel	71%
Waste incineration	2%
Petrol	3%
Natural gas	8%
Electricity	17%

### Scope 1 and Scope 2 emissions source:



73%<sup>3</sup>  
Methane



27%  
Carbon dioxide

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Cleanaway fleet in Mansfield, Victoria.

### Decarbonising our fleet

We are also actively exploring ways we can decarbonise our vehicle fleet.

In FY23, we committed to a hydrogen truck trial with the aim of understanding how hydrogen fuel vehicles perform relative to their fossil diesel counterparts and to better understand the technology in practice.

Throughout FY24, we continued to assess the viability of moving to an electric and/or hydrogen-powered fleet however, disappointingly the hydrogen trial was set back, with the hydrogen truck manufacturer announcing it had entered administration.

Despite this setback, we continued to explore alternative fuel sources and successfully demonstrated the use of renewable diesel with an on-road demonstration in Melbourne, Victoria.

1 Percentage does not sum to 100% due to rounding and excludes methane slip.  
 2 Percentage does not sum to 100% due to rounding.  
 3 Includes 1% nitrous oxide.



Cleanaway/City of Casey side lift truck powered by HVO100.

## Driving towards net zero with HVO100

The pathway to decarbonising our fleet will take time, but we are encouraged by the results from our on-road demonstration of HVO100 renewable diesel show that it is possible.

We're committed to leading our industry with innovative, fit-for-purpose solutions that align with our customers' goals while working towards Federal emissions targets.

A large proportion of our heavy vehicle fleet which use fossil diesel, are over half-way through their 10-plus-year life span. A great solution – a sustainable one – is to reduce the emissions of these vehicles while they are being used as they serve out their useful lives.

### HVO100 can be part of that solution.

As a one for one replacement for diesel, HVO100 is a hydrotreated vegetable oil that can power our trucks.

Critically, it's nearly identical to fossil diesel, which means it can be dropped in with no new infrastructure, fleet, or additional capital required. Unlike fossil diesel, though, our lifecycle assessment showed that HVO100 produced 91% lower greenhouse gas emissions.<sup>1</sup>

In addition, our HVO100 supplier, Neste, is committed to traceability and sustainability, underpinned by their rigorous Supplier Code of Conduct and Neste Responsible Sourcing Principle.

- You can find more information about Neste's sustainability policies here.
- View video for more information.

In February 2024, we started using HVO100 in two heavy collection vehicles, each pulling a 7-9 tonne payload over a 12-plus-hour day as they served two Melbourne-based customers. Over the five months of the demonstration, HVO100 equalled fossil diesel in fuel consumption, uptime and performance. When burned, HVO100 releases into the atmosphere biogenic CO<sub>2</sub> – which is a part of the natural atmospheric carbon cycle. This results in an avoidance of 72 tonnes of non-biogenic Scope 1 carbon dioxide emissions (which introduces new CO<sub>2</sub> into the atmospheric carbon cycle) that would result when fossil fuel-based diesel is burned.

Our demonstration showcased that with supportive government policy, HVO100 is a proven option for decarbonising Australia's heavy vehicle industry. In addition to testing HVO100's viability for our own fleet, it produced important data and real-world experience for the roll-out of a low-carbon liquid fuels industry in Australia.

*The use of HVO100 in Cleanaway trucks is part of our Blueprint 2030 strategy to reduce the carbon impact of our operations and increase circularity from the material we collect."*

Mark Schubert, CEO and Managing Director, Cleanaway

<sup>1</sup> HVO100 renewable diesel demonstration Frequently Asked Questions (FAQs).





# Advocacy and policy leadership

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**This year, we have provided expert advice and guidance to policymakers and regulators to support the Federal Government’s climate ambition of net zero emissions by 2050.**

As a key provider of Australia’s waste solutions, we handle the nation’s discarded materials, giving us unique insights into the positive impact government policy and initiatives can have in driving a sustainable future, for the benefit of all Australians.

This year, we have collaborated with governments at all levels on key policies that directly impact waste and resource recovery. Particularly, we provided expert advice and guidance to policymakers and regulators in support of the Federal Government’s climate ambition of net zero emissions by 2050.

Cleanaway’s Head of Carbon and Circularity is a member of the Department of Climate Change, Energy, the Environment and Water (DCCEEW) Landfill Gas Technical Working Group (TWG). The TWG was established to provide robust science-based advice to DCCEEW on landfill gas capture calculations. Following the consultation Cleanaway made a formal submission to DCCEEW.

In FY24, we continued the work we began with DCCEEW in FY23 to enhance landfill gas reporting in Australia. Together, we are working to improve existing methods to develop a robust, science-based approach for accurately capturing landfill emissions.

We remain committed to ensuring our reporting aligns with relevant Emissions and Energy Reporting Systems, such as ACCUs, Safeguard, and National Greenhouse and Energy Reporting (NGER). It’s how we play an active role in helping Australia to meet its greenhouse gas emission targets with credibility.

We have also worked closely with DCCEEW’s Fuel Standards Branch to provide expert advice on the use of renewable diesel in our fleet. This has included input

in establishing a paraffinic diesel standard. We also provided submissions to the Australian Government’s Transport Net Zero Roadmap and Low Carbon Liquid Fuels.

At a State Government level we provided formal submissions on Western Australia’s Heavy Duty Vehicle Decarbonisation and the NSW Renewable Fuel Scheme.



Head of Carbon Taku Ide presenting on renewable fuel.



Artist render of Bromelton Energy from Waste facility.

### Energy from waste

Not all waste can be reused, recovered or recycled, and it still needs to be managed in a safe, compliant, and minimally impactful way on the environment. And, we also can't keep filling up landfills with waste that can be more efficiently treated and disposed of with a lower environmental impact.

Energy from Waste (EfW) provides a solution to this need and will play a critical role in Australia's waste infrastructure. As the nation's largest waste management company, we are uniquely positioned to be a part of Australia's EfW future.

Bringing an EfW plant online takes years. This is an opportunity for Cleanaway: as economic conditions for EfW continue to improve, Cleanaway is progressing the long lead-time activities required for commissioning an EfW plant.

In FY24, we advanced our planning approval for two significant EfW projects, one in Victoria and one in Queensland. The development of these projects is closely aligned to State Government policy targets of achieving 80% diversion from landfill by 2030, demand from local government and supportive market conditions driven by an increase in landfill taxes.

[View video about energy from waste.](#)

### Regulatory responsiveness

Cleanaway has an important role in guiding policy makers and actively supporting councils and industries to address constraints in current systems of production, consumption, recovery and reuse. We engage with stakeholders about the laws and regulations that affect these industries and our business operations across the nation. We are part of industry associations that advocate for policies that actively advance the circular economy in Australia.

This includes the following industry networks and associations:



#### Waste Management and Resource Recovery Association Australia (WMRR)

Who represent landfill, recycling and resource recovery, Energy from Waste, e-waste, organics, construction and demolition, commercial and industrial, hazardous and biohazardous waste sectors.



#### National Waste and Recycling Industry Council (NWRIC)

Who represent national waste management companies and State-based affiliates, who represent the interests of the more than 500 small waste management businesses.



#### Battery Stewardship Council

Who provide free battery recycling to consumers across Australia. This involves recruiting industry partners to fund recycling and provide collection services for batteries.

[For a full list of our Memberships of Associations visit the ESG Databook.](#)



# Climate risk and opportunity

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In FY24, Cleanaway updated its scenario analysis and assessment of climate risks and opportunities so that it was consistent with the Taskforce on Climate-related Financial Risk Disclosure’s Good Practice Handbook (2nd Edition 2021).

We also undertook a deep dive into our physical climate risks – the risks associated with extreme weather and other climate-related hazards. This suggested that, while most Cleanaway sites will not be highly impacted, sites exposed to increasingly intense rainfall and extreme heat need further assessment. This will be completed in FY25.

### The assessment from FY24 highlighted the following sources of risk:

- contraction in carbon-intensive industries and reduced service demand from affected sectors because of the decarbonisation of the economy
- the introduction of an explicit or implied carbon price
- an increase in the frequency and severity of extreme weather events.

### Equally, transition to net zero brings various opportunities:

- increased regulation favouring the domestic recycling industry to reduce embodied carbon emissions; for example, container deposit schemes, government investments into recycling infrastructure
- emergence of new waste streams and growth in low-carbon customer solutions for existing waste streams
- using the inherent energy content of waste and incentives to invest in Energy from Waste plants.

➤ Refer to the ESG Databook for further information.

## Forward looking

As we move into FY25, we will focus on the following actions:

- Continue investments into landfill capping and gas capture to deliver further methane emission reductions.
- Explore opportunities for increased use of renewable diesel to reduce fleet emissions (subject to supportive policy).
- Progressing the long-lead times activities required to originate EfW solutions of renewable energy to reduce emissions from electricity use.
- Expand carbon offerings to customers to lower our customers’ waste-related Scope 3 emissions.
- Analyse our upstream and downstream Scope 3 emissions to identify emissions hotspots in our supply chain.



# WORKING TOGETHER

To deliver on our mission requires the co-ordinated effort and hard work of our people, suppliers, and communities. Together, we fulfil our purpose of *making a sustainable future possible together.*



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# A sustainable future requires teamwork at all levels of our economy and society, which is why we are partnering with our customers, communities and regulators, to connect and grow together.

Our people need to be empowered and supported, so they can thrive both at work and at home. That's why we are committed to a workplace founded on safety, respect and genuine care.

We must also work with communities, educating them in how to use our services, products and equipment for safer, more sustainable outcomes, so that we have better environmental and societal outcomes.

Finally, by working together with partners, suppliers and contractors that share our objectives of creating positive social and environmental impact and addressing modern slavery.

## Material Topics

- Health and safety
- Culture, diversity and inclusion
- Talent attraction and retention
- Labour practices
- Community education and engagement
- Responsible supply chain
- Economic contribution
- Customer satisfaction
- Governance, accountability and transparency

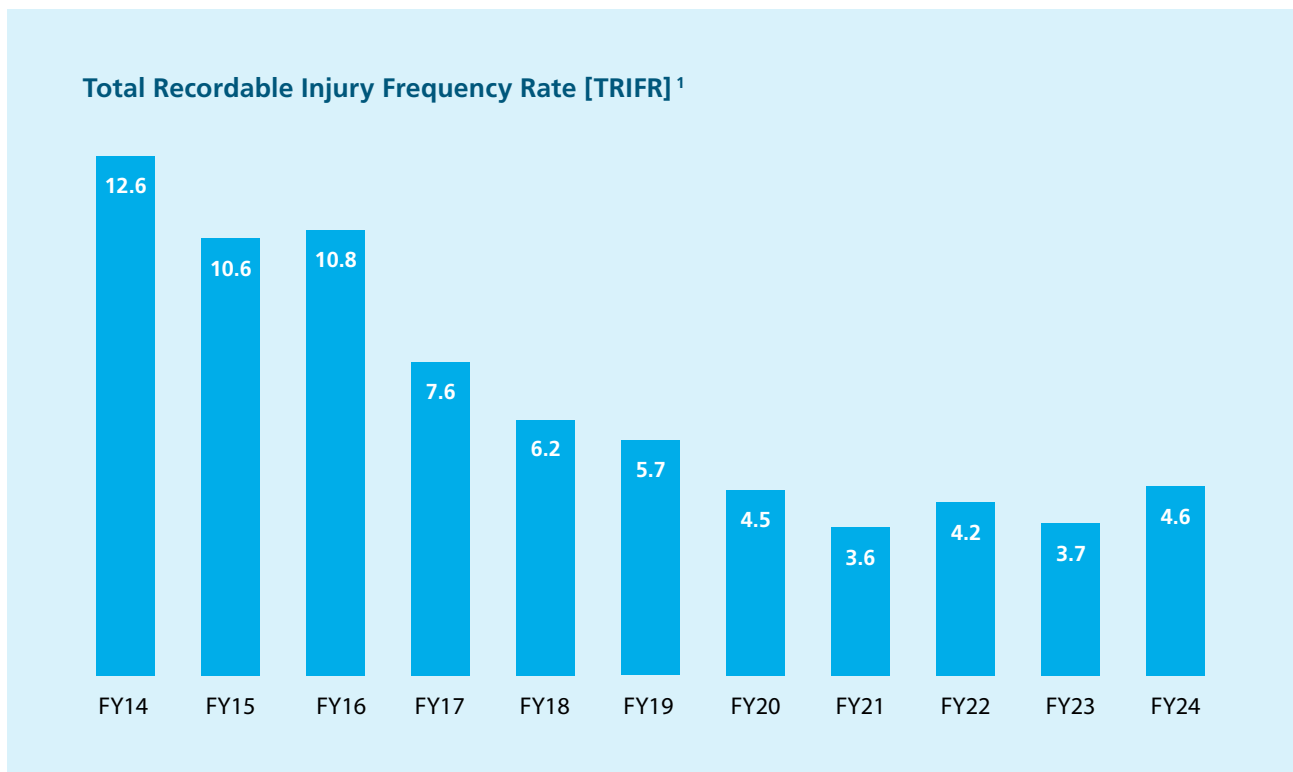
# Health and safety

The health and safety of our people and the protection of the environment are the foundations upon which Cleanaway operates. Strong HSE performance is vital to Cleanaway’s operations and future growth, and instils confidence in our customers, communities and shareholders.

During FY24, we set out a five-year strategy and roadmap to drive improvements in our HSE performance and culture. Cleanaway’s operations are varied and complex, as such the strategy is multifaceted with a focus on risk prevention, capability build, and cultural transformation. The roadmap outlines how everyone at Cleanaway will work to keep each other, the environment, and our communities, safe.

## Introducing a new safety measure

Historically, Cleanaway has used the traditional safety lag indicator Total Recordable Injury Frequency Rate (TRIFR) as the primary measure of safety performance. Cleanaway’s TRIFR has decreased over the past decade down from 12.6 in 2014, levelling off over the past five years to the 2024 result of 4.6. Industry benchmarking shows that Cleanaway’s safety performance (as measured by TRIFR) continues to be highly competitive ‘if not industry leading’ across multiple industries including waste, fleet and logistics.



<sup>1</sup> TRIFR is measured per million hours worked and includes both employee incidents and hours worked, and contractor incidents and hours provided to Cleanaway.

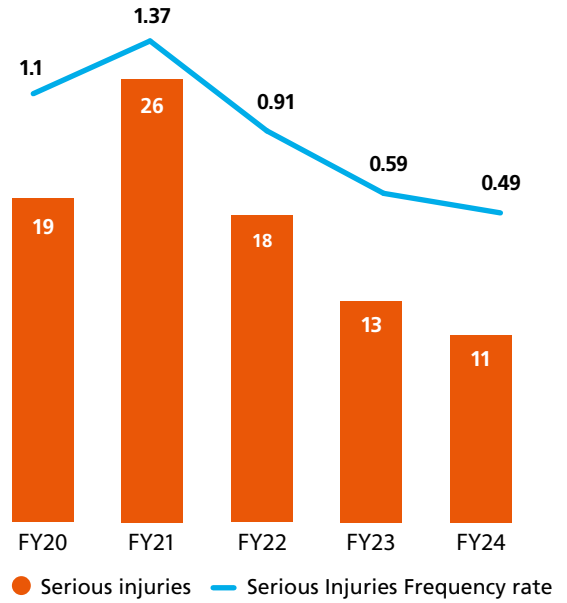
In FY24, we continued to focus our efforts on proactive and adaptive strategies for preventing accidents and eliminate serious injuries and life-altering events. In support of this focus, we introduced the severity metric Serious Injuries Frequency rate (SIF) to our measurement framework, as we have seen other leading HSE committed companies do.

The metric is based on the observation that ‘the things that kill you are different from the things that will hurt you’ (Todd Conklin, expert in Organisation Culture and Human Performance) and is defined by the legislation as an injury that requires the person to have immediate treatment as an inpatient in a hospital or immediate treatment for several injury types.

Analysis of serious injuries at Cleanaway demonstrates year-on-year improvements in the number and frequency of serious injuries for the past four years, down from 1.37 in FY21 to 0.49 in FY24.

The increased focus on serious injuries emphasises the importance of understanding our critical risks, verifying the health of critical controls and learning from incidents. This informs how we prioritise our preventative programs.

### Serious injuries from FY20 to FY24



Cleanaway drivers completing a pre-start safety check.

## Our Health, Safety and Environment Culture

At Cleanaway, our commitment to ‘keep each other safe’ goes beyond physical safety; it’s also about psychological and process safety, and the protection of the environment.

To support our cultural journey, in October 2023 we introduced our HSE Culture across Cleanaway. This framework provides a common language and positive behaviours that describe ‘how’ we keep each other and the environment safe at Cleanaway.

A proven industry framework adopted from Safer Together Ltd, our HSE Culture is supporting our efforts to lower incident rates, build trust, increase engagement, and improve how we learn. The supporting behaviours were developed by our own workforce taking into

consideration the work we do, past incidents, and lessons learned from industry.

Culture is all about the signals we send, so the focus during FY24 has been on embedding the framework into branch normal ways of working such as site inductions, pre-start discussions, visual management boards, toolbox meetings, HSE investigations, and team recognition which will continue into FY25. Embedding a strong HSE culture will take time; we see it as a crucial part of driving sustainable improvements in our HSE performance.



## Our HSE Culture Framework

Our HSE Culture is a common framework that links us all and describes how we keep each other, our communities and the environment safe at Cleanaway.

THEME	EVERYONE	LEADERS	LEADERS OF LEADERS
Standards	Implement Controls	Verify Controls	Set High Standards
Communication	Speak Up	Engage The Team	Communicate Openly
Risk Management	Be Curious	Promote Risk Awareness	Confront Risk
Involvement	Get Involved	Involve The Team	Involve The Workforce





Stronger Together Leaders Program in action.

## Stronger Together HSE Leaders Program

Cultural change starts from the top, and as an investment in our leaders across Cleanaway, during 2023–24 we developed and deployed Cleanaway's first-ever HSE Leaders program called Stronger Together.

The conditions and hazards our Cleanaway teams face can change daily, highlighting the dynamic nature of our work and the need for adaptable and tailored HSE programs. The Stronger Together Program is designed specifically for our working environment.

Throughout FY24, we completed phase one of the Program which comprised 170 interactive face-to-face sessions with 350 leaders including the Business Unit Leaders, Branch Managers and HSE and HR personnel. Phase 2 will see the Program extended to all frontline supervisors commencing in September 2024.

The Program draws on the latest research and techniques to bring out the best in our people and systems. The Program has five modules focused on HSE Leadership and

Culture, Risk Management, Everyday HSE Conversations, Human and Organisational Principles, and Learning and Improvement.

The Program has reinforced the importance of collaboration and collective responsibility among our leaders in creating a safety culture where every individual plays a role in protecting themselves, their team mates, and the environment.

*“Good HSE performance is good business – our people are safe, we’re not harming the environment, we’re in control, and we get to spend more of our time and energy on running and improving the business and less energy responding to incidents.”*

Deborah Peach, EGM HSE, Fleet & Asset Integrity

## Taking action on critical risks

During FY24 we continued our HSE Critical Risk Program which encompasses personal and process safety, and environmental risks. This program forms part of our ongoing efforts to simplify and improve our approach to risk management at Cleanaway.

Critical risks are the high consequence events that could result in serious injury or impact to our people, the environment, or our assets. The Program is focused on raising awareness and understanding of the causes of critical risk events, the preventative and mitigative controls, and establishing ongoing monitoring and assurance to prevent potential incidents.

The Critical Risk Program encompasses:

- Simplified Standards and guidance that clarify minimum mandatory requirements.
- Visual risk bowties for each event that detail the event, preventative and mitigative controls and consequences that assist the frontline teams in better understanding and managing the risk.

- Simple first line of defence field assessments for each risk to support the site teams in verifying the effectiveness of controls. To date there have been more than 1,000 Field Assessments completed for the critical risks.
- Additional second line of defence assurance processes to further validate the effectiveness of controls.

Throughout FY24 there were six critical risks released including Mobile Plant and People Interaction, Driving (including Chain of Responsibility), Waste Acceptance, Fire Management, High Pressure Water Jetting and Falls from Height. This program will continue into FY25.



Critical Risk emergency scenario drill event training in Shepparton, Victoria.



# Culture, diversity and inclusion

Cleanaway thrives when its people thrive. Our workforce is made up of individuals from diverse backgrounds, cultures and experiences, enriching our organisation and creating value for our customers and key partners. Our diversity is a strength which we embrace, as it is integral to our sustainability efforts, providing circular and low-carbon solutions for future generations. This means that Cleanaway must be an organisation where people feel they belong and take pride in the essential work we do for local communities.

## Building a safe and inclusive culture

In August 2023 we introduced our Respect@Cleanaway Program to build a safe, inclusive and respectful culture at Cleanaway and comply with our positive duty obligations. The Program draws a clear line against abuse, harassment, discrimination and disrespectful conduct.

In 2024, 96% of our people completed the Respect@Cleanaway online training program, and 75% of our leaders completed the Respect@Cleanaway facilitated leader program.

Leaders play a critical role in fostering a safe, respectful and inclusive culture and building inclusive leadership capability will be a key focus in FY25. The data collected through our employee listening strategy and cultural deep dives will also be used to facilitate improved psychological safety and cultivate a sense of belonging.

As the next step in our cultural journey we launched our Guiding Principles in June 2024. These are the core pillars of our culture which foster growth, innovation and inclusivity, and encourage safety, internal collaboration, and proactive, customer-focused approaches.

## Our Guiding Principles



*Keep each other safe*



*Show genuine care*



*Connect & grow together*



*Own it, be courageous*



*Act beyond today*

## Understanding our workforce

In March 2024, we ran our Employee Engagement Survey. 7,533 participants were invited to participate, and pleasingly our participation rate was 65%.

### Response rate

**65%**

4,872 of 7,533 responded

### March 20 Engagement

**62%**

Australia 1,000+  
Benchmark: 68%

Our overall engagement score was 62%. Support to work flexibly, our alignment to sustainability, and feeling like part of a team came through as highlights for our employees.

Over the coming 12 months we will look to embed our new Guiding Principles with a focus on collaboration and connection between our teams, an area highlighted for improvement.

Our survey also enabled us to capture a demographic profile of our people which informs our ongoing diversity and inclusion strategy.

### Our employee profile

### % representation in FY24

Identify as Anglo-Australian	53.9%
Identify as Aboriginal or Torres Strait Islander	3.0%
Identify as a cultural background other than Australian	37.9%
Does not speak English at home	10.7%
Identifies as LGBTQ+	3.4%
Has caring responsibilities of children	38.0%
Has caring responsibilities of adults	6.2%
Has caring responsibilities of children and adults	10.4%
Considers themselves to have a disability or accessibility need	5.9%

Based on an employee engagement survey response rate of 65% (4,872) from 7,533 employees invited to participate.

## Female participation

At Cleanaway, we want everyone, regardless of gender, to have the same resources, opportunities and rewards. That means significantly increased representation of women in operational and management roles and gender parity across the organisation; for example, more women in traditionally male-dominated areas, such as driving, and more men in traditionally female-dominated areas, such as customer service.

An important part of fostering a diverse and inclusive workplace at Cleanaway is increasing female participation across the workforce, and in FY24 we continued to focus on this across the Cleanaway Group. In pursuit of achieving our targets, female participation is measured monthly at all levels of the business.

In FY22, we challenged ourselves to achieve at least 40% women in the executive team (defined as CEO-1) by 2027. This target has been raised to challenge ourselves further to include at least 40% of women in leadership roles (defined as CEO-2) by 2030. We have met our FY27 commitment to achieve 40% female Executive team participation (CEO-1) three years before projected, and are close to our 2030 commitment for females in leadership roles (CEO-2) of 39.3%. Further, at an operational level, female participation increased from 10.0% in FY23 to 11.9% in FY24.

### 40:40 Vision <sup>1</sup>

#### Proportion of females (CEO-2) participating in leadership roles

**39.3%**

↑ From 36.2% in FY23

#### Proportion of females (CEO-1) participating in the executive team

**40.0%**

↑ From 33.3% in FY23

<sup>1</sup> 40:40 Vision: For a given cohort, 40% by headcount identify as women, 40% by headcount identify as men, and 20% by headcount identify as any gender. This definition is consistent with how the CEW Senior Executive Census defines 'gender balance'.

## Driver Academy

Launched in 2022, our Driver Academy supports more diverse representation within our driver cohort to help close the gender gap in the waste management industry. Over 100 employees have graduated since the program's commencement.



### Empowering employee growth: Jess' journey from desk to driver

Jessica Watson, a recent graduate from our driving academy, began her career at Cleanaway as a member of our administration team working in our Queensland Construction and Demolition branch for three years.

After demonstrating an exceptional dedication and skillset in this role, Jess wanted to expand her experience and learn additional roles within her branch as a means of finding further ways to assist her site teams.

Recognising her potential and ambition, Jess transitioned into our driving academy. "The thing I loved most about the academy was the diverse range of backgrounds displayed by the cohort. Despite everyone coming from different backgrounds with different skillsets, we were all able to achieve the same outcomes due to the immense support we received from the driver trainers."

Jess' enthusiasm and commitment have been instrumental to her success, and we are excited to witness her journey as she takes on new challenges. Her story serves as an inspiration for our teams and reinforces our belief in the power of internal mobility to drive employee satisfaction and retention.



Jessica Watson at her Driver Academy graduation in Brisbane, August 2024.



A group of Driver Academy graduates from 2024.

### Gender pay gap

Cleanaway is committed to equal pay for equal work regardless of a person's gender, culture, ethnicity, or any other personal attributes.

We proactively monitor and review our policies and practices and address variations when they arise to minimise gender pay disparity. For more information, view the Cleanaway ESG Databook.

In February 2024, Cleanaway released our Gender Pay Gap Report 2023 which details the median Gender Pay Gap for the WGEA 2022 to 2023 reporting year. Cleanaway's median base salary gender pay gap was 3.2% and median total remuneration gender pay gap was 24.3%.

[View Cleanaway's WGEA response.](#)

## Parental leave

In the 2023 financial year, we updated our parental leave policy to enable employees who are primary carers to take 18 weeks of leave, regardless of gender. Secondary carers can take two weeks of leave at full pay. Employees are eligible from their first day with Cleanaway. Our policy also gives employees who experience miscarriage or stillbirth paid leave as well as additional support.

This policy came into effect on 1 July 2023 and was utilised by 44 employees during the year.

➤ [Refer to the ESG Databook for further information.](#)

## Cleanaway's new paid parental leave policy

For many working parents, the joys and challenges of a new child can feel like a constant balancing act between work responsibilities and the immense needs and precious moments of a new life. Simon Pearce shares his experience of welcoming his second child, supported by Cleanaway's new paid parental scheme.

In April 2023 Simon welcomed his beautiful little boy into his family, joining his active three-year-old brother. Just as excited by their new baby as they were for his firstborn, this time was different.

With Simon's first child, unpaid leave put a financial strain on the family, so Simon took less time off giving him little time to bond with his new baby. With his second child, he could take more extended leave without the financial worry.

*"This time is so special to me for two key reasons – the chance to bond with my son at a level that just isn't possible with the quantity of awake time available when working fulltime. Secondly, it sets the standard for a more balanced parental load between my wife and me. I am a more capable parent and take on a large share of parenting responsibilities as a direct result of this leave."*

Simon, Cleanaway



Cleanaway employee Simon, with his son.

Simon's Manager Ezra, shares with us that "While it's never easy to lose a crucial member of your team for an extended period, it's so important that our team members feel fully supported to embrace the important aspects of life, like family."

Simon urges new parents to take full advantage of the scheme, noting the societal reluctance and invisible barriers that some new dads experience when taking parental leave. "Push through these barriers if you do encounter them. It's worth it for you, it's worth it for your children, and it's worth it for your partner. It's a special time you will never get again, so make the most of it with your newborn."



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## Reconciliation

A sustainable future is possible only in partnership with First Nations people. Since launching our first Reconciliation Action Plan (RAP) in 2016, we have advanced inclusion for First Nations people in our organisation and in the communities in which we operate.

We took an important step forward in March 2024 with the launch of a new RAP, led by our RAP Working Group, co-chaired by two of Cleanaway’s executive team members. The new RAP provides a pathway for Cleanaway to continue exploring, building, and increasing our business’ cultural competency and delivering meaningful actions that support reconciliation.

We understand that education around reconciliation never stops, so we need to continue to work across our business to ensure that our workforce collectively benefits from cultural learning and appreciation.

Additionally, we have a renewed focus on improving employment outcomes for our First Nations workforce by increasing recruitment, retention and professional development opportunities. This is supported by the

development of Cleanaway’s Aboriginal Employment Strategy which details our commitments under three key focus areas:

- Attracting and recruiting an Aboriginal workforce
- Creating meaningful and sustainable pathways for our Aboriginal workforce
- Facilitating an inclusive and respectful culture

In FY25, this strategy will focus on the review of our recruitment practices to ensure they are culturally safe, ensuring our Talent Acquisition team complete cultural awareness training, and reviewing and analysing our workforce composition data to understand the composition of Aboriginal and Torres Strait Islander employees at all levels of the organisation.

## Our artwork

This artwork represents Cleanaway’s commitment to fostering a sustainable circular economy and symbolises Cleanaway’s deep respect for the land, oceans and waterways of Australia.

The three central circular clusters represent the three pillars of reconciliation: Relationships, Respect and Opportunities. These three pillars provide the backbone and support for Cleanaway’s ongoing reconciliation journey.

Organic shapes depicting nature and foliage are interspersed between the three circular shapes symbolising sustainability and the revitalisation of the land on which Cleanaway operates.

The surrounding circular shapes represent Cleanaway’s focus on building genuine relationships with Aboriginal and Torres Strait Islander communities. The river-like wavelines symbolise the shared pathways which help support First Nations communities, peoples and businesses to *making a sustainable future possible together*.

This artwork was created by Marcus Lee, a proud Aboriginal descendant of the Karajarri people from North Western Australia.



# 3%

of our workforce identify as being Aboriginal and/or a Torres Strait Islander.

# 62%

of our Aboriginal and/or Torres Strait Islander workforce have favourable engagement according to our 2024 engagement survey.

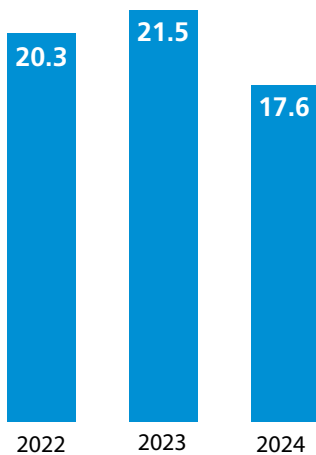
# Talent attraction and retention

Cleanaway’s voluntary turnover finished the period at 17.6%, down from 21.5% as at the end of FY23, and back in line with pre-COVID-19 levels. In FY24, stabilising the workforce was a key focus area for management following the impact of the tight labour market conditions in FY22 and FY23.

In FY24, through bringing our talent acquisition function back ‘in-house’ and supporting new starters in the first 12 months of their employment with a range of new initiatives such as mentoring and proactive ‘stay conversations’, vacancies have stabilised below their historical average. First year turnover also improved over the period and is on track to reach management’s internal target of 30% during FY25.

Alongside our efforts to build a culture of respect, ownership and connection, which plays an important role in attracting employees, our focus on apprenticeships and traineeships has been instrumental in reducing vacancies at Cleanaway. We see these programs as a key component to upskilling our workforce and building a pipeline of candidates for roles which have traditionally been hard to fill. This has been reflected in our attraction strategy becoming a strategic process, one that supports a range of people with a range of skills and experience into our business. In FY24, we broadened our apprenticeship and traineeship program to include Certificate III in Driving Operations and Certificate III in Waste Management to our suite of training opportunities which attracts, retains and supports the upskilling of individuals. This has seen our numbers of apprenticeships and traineeships increase by more than 50% across the year.

Employee Voluntary Turnover % <sup>1</sup>



<sup>1</sup> Based on number of active employees at 30 June 2024. Excludes Directors, Owner Drivers, Contractors and Consultants. Determined based on headcount.



Cleanaway employee sorting fluorescent lights at Laverton, Victoria Technical Waste Services.



# Labour practices

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Cleanaway has approximately 100 enterprise agreements (EAs) which cover more than half its workforce. For two financial years, bargaining was deferred because of the COVID-19 pandemic, which led to a number of industrial consequences. We have now prioritised efforts to complete negotiations on our existing EAs.

Cleanaway was involved in two workplace determination matters in the Fair Work Commission, which resulted in the Commission determining (under new legislation introduced in 2024) the final clauses of an agreement that could not be agreed through extensive bargaining. The determination was a balanced outcome that helped settle several outstanding matters and will assist bargaining efforts in the future.

At the beginning of FY24, 58 EAs had passed their nominal expiry date and needed to be replaced. At the end of the financial year we reduced this number to 22. All are now being negotiated and we intend to finalise them in the first half of the 2025 financial year.

For the first time in several years, we have commenced negotiations before the nominal expiry date of agreements as we seek to engage with our people proactively. We continue to consolidate EAs and simplify terms where possible to ensure a continuously improved, streamlined, market-competitive approach.



Cleanaway Daniels employees at Dandenong Victoria site.

# Community education and engagement

Cleanaway continues to play an active role in the communities in which we operate. Across our business, our people are passionate about helping to promote environmental sustainability.

## Community engagement

Education remains a crucial way we drive engagement and provide value to communities, delivered in conjunction with our council contracts, schools and within businesses.

Our education programs aim to drive confidence in the recycling system, promote and encourage the right recycling practices, educate on how we maximise diversion from landfill and promote a greater understanding of the circular economy.

Our in-house team of educators deliver sessions across the country and we continue to look for innovative ways to deliver information, such as with a trial of AI technology with our Moreton Bay Council and use of localised social media campaigns.

On top of education, our sites play an active role in communities they are a part of via community sponsorships and donations, strategic social procurement and meaningful partnerships.

➤ [Visit the Cleanaway website for more information.](#)



Cleanaway educator at a school in Central Coast Council.



Cleanaway employees supporting Clean Up Australia event.

## Clean Up Australia

We were excited to continue our ninth year of partnership with Clean Up Australia this year. Together, our two organisations work towards the common goal to make a sustainable future possible. Clean Up Australia continues to mobilise everyday Australians to take action to improve recycling and make sustainable choices in their everyday lives and Cleanaway through our resource recovery enables these actions to make a real difference, making for a meaningful and enduring partnership.

This year we celebrated our biggest Clean Up Australia Day activation, where we proudly ran 35 clean up events across Australia organised by volunteers from all parts of the Cleanaway business. It was rewarding to partner with our team members and customers, rolling up our sleeves to remove litter from cities, rivers, beaches and bushlands across Australia.

Our partnership extends beyond a single day as we work together to mobilise Australians to conserve our environment, and educate on important issues such as safe battery disposal, reducing single-use plastic and promoting a circular economy.

➤ [Visit Clean Up Australia website.](#)

## Recycling behaviours report and battery disposal campaign

In partnership with the Clean Energy Finance Corporation (CEFC), we proudly delivered our fourth annual Recycling Behaviours Report in May. Representative of the Australian population, our research provides invaluable insights into the attitudes, behaviours and challenges faced by Australians about recycling. These insights then inform where our education efforts are focused.

This year our research questions delved deeper into battery and rechargeable device disposal, an issue that has been topical across the waste industry as battery fires in trucks and facilities continue to put lives and communities at risk.

Our research revealed 52% of respondents think recycling batteries is difficult, and 23% don't know batteries and rechargeable devices cannot be placed in kerbside bins. Concerningly, our research also demonstrated that a third of people don't realise disposing of batteries in kerbside bins can cause fires in collection vehicles and waste facilities.

Following these results, we developed a national PR campaign with input from the Battery Stewardship Council to drive awareness of the issue of incorrectly disposing of batteries and the risk of fire this causes; and educate on how to safely dispose of batteries. We also created a new module on our Greenius education platform available for use by customers, schools and the general public.

- [Read our Recycling Behaviours Report.](#)
- [View the battery disposal campaign video.](#)



Our research revealed:

# 52%

of respondents think recycling batteries is difficult

# 23%

of respondents don't know batteries and rechargeable devices cannot be placed in kerbside bins

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# Responsible supply chain

Cleanaway’s supply chains cross multiple industries and regions. We partner with organisations that share our objectives of positive social and environmental impact.

We prefer to purchase goods, resources and services from local businesses and those that can deliver goods and services sustainably, supported by our RAP and Social Procurement Policy (described below).

We take our responsibility seriously and work collaboratively across our Company and with our partners to ensure our operations and supply chain have the best outcomes for people and the planet.



## Addressing Modern Slavery

We have a responsibility to ensure our supply chain is free from modern slavery. Our work to manage modern slavery risks supports our commitment to respect human rights, in line with the UN Guiding Principles on Business and Human Rights. This means avoiding infringing on the human rights of others and addressing adverse human rights impacts where we may be involved. For more information, please refer to our FY24 Modern Slavery Statement.

[View our Modern Slavery Statement.](#)

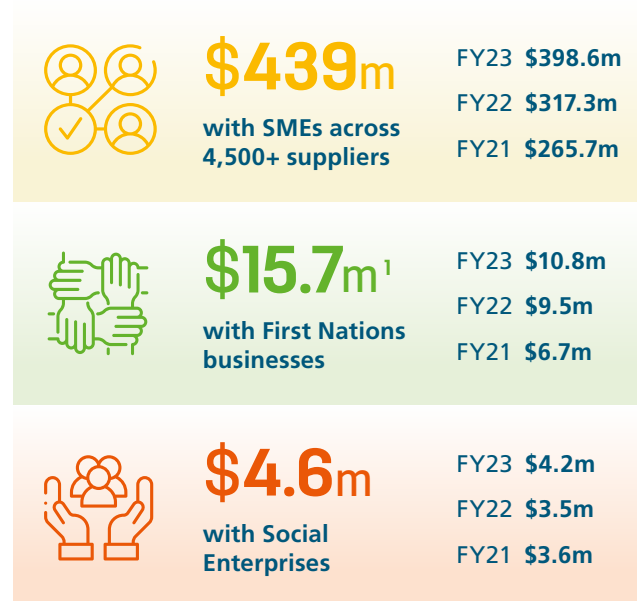
## Social procurement

Through our supply chain we can influence change by working collaboratively with our suppliers to address social, environmental and ethical impacts. Our Social Procurement Statement sets out our approach to responsible procurement and our expectations of suppliers. We are committed to supporting First Nations businesses and social enterprises that address social issues, provide employment and training, and help the environment.

Our RAP outlines the commitment to increase the diversity of First Nations suppliers and support improved economic and social outcomes. In FY24, we developed a business case for procurement from First Nations-owned businesses, resulting in an increased spend of \$4 million compared to the previous year.

[View our Social Procurement Statement.](#)

## In FY24, we spent



<sup>1</sup> This spend excludes the following Cleanaway subsidiaries: Cleanaway Daniels, Global Renewables Holdings, Vins Bins, Grasshopper and ASP Plastics.



# Economic contribution

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Cleanaway contributes directly and indirectly to the Australian economy by 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. Managing growth sustainably is crucial for securing long-term returns for our shareholders. This allows Cleanaway to contribute to the economy through job creation,

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

Our revenue	FY23 (\$m)	FY24 (\$m)
<b>Net revenue</b>	<b>2,965.8</b>	<b>3,194.5</b>
<b>Net debt</b>	<b>1,533.1</b>	<b>1,656.4</b>
<b>Net equity</b>	<b>2,941.5</b>	<b>2,997.4</b>
<b>Economic value generated</b>	<b>3,577.6</b>	<b>3,778.6</b>
<b>Economic value distributed</b>		
Operating costs	1,184.6	1,111.5
Employee wages and benefits	945.8	1,036.7
Payments to providers of capital	173.7	194.4
Payments to government	1,056.8	1,077.1
Community investment	0.4	0.4
<b>Total economic value distributed</b>	<b>3,361.3</b>	<b>3,420.0</b>
<b>Economic value retained</b>	<b>216.3</b>	<b>358.6</b>

## Tax transparency

We incur, collect and remit taxes to Federal, State and Local governments. During FY24, Cleanaway paid \$653.5 million in taxes and collected and remitted \$424.0 million in taxes.

[View our Tax Transparency Report.](#)

## Forward looking

As we move into FY25, we will focus on the following actions:

- Roll out Stronger Together phase two training.
- Introduce the remaining three Critical Risk Program modules.
- Embed our Guiding Principles across the business.
- Implement our FY25 planned reconciliation initiatives.

# Independent Assurance Report

to the Management and Directors of Cleanaway Waste Management Limited



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## Our Conclusions:

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe the Limited Assurance Subject Matter for the year ended 30 June 2024 has not been prepared, in all material respects, in accordance with the Criteria defined below.

## What we assured

Ernst & Young ('EY', 'we') were engaged by Cleanaway Waste Management Limited ('Cleanaway') to provide limited assurance over selected sustainability performance data in Cleanaway's 2024 Sustainability Report and ESG databook (the 'Report') for the year ended 30 June 2024 in accordance with the noted Criteria, as defined in the following table:

Limited Assurance Subject Matter		Criteria
GHG Emissions	Total gross Scope 1 emissions (ktCO <sub>2</sub> -e)	National Greenhouse Energy Reporting (NGER) legislation
	Total gross Scope 2 emissions (ktCO <sub>2</sub> -e)	
	Total net greenhouse gas emissions <sup>1</sup> (tCO <sub>2</sub> -e)	
Climate Change	Total landfill gas captured (Mm <sup>3</sup> )	Cleanaway's own self-defined basis of preparation
	Total landfill gas captured (PJ)	
	Landfill gas flared (%)	
	Landfill gas used for energy (%)	
	Landfill gas sent to third parties (%)	
Fines	Renewable energy generated from landfill gas (GWh)	Cleanaway's own self-defined basis of preparation
	Number of direction notices received (#)	
	Number of infringement notices received (#)	
Safety	Value of infringement notices received (AUD)	Cleanaway's own self-defined basis of preparation as informed by definitions from the Australian Standard Worksafe Australia Nation Standard – 1985.
	Total Recordable Injury Frequency Rate (TRIFR) (#)	
People	40:40 Vision – CEO+1 (%)	Cleanaway's own self-defined basis of preparation
	40:40 Vision – CEO+2 (%)	
	Employee turnover (total) (#)	
	Employee turnover (male) (#)	
	Employee turnover (female) (#)	
Resource Recovery	Waste incinerated (t)	Cleanaway's own self-defined basis of preparation
	Eligible containers processed through Cleanaway facilities for NSW, QLD, VIC, WA, and SA Container Deposit Schemes (kt)	
	Oil recovered (ML)	
	Oil used by hydrocarbon division as input into EfW (kL)	
	Paper and cardboard recycled (kt)	
	Plastic recycled (kt)	

Other than as described in the preceding paragraphs, which set out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express an opinion or conclusion on this information.

<sup>1</sup> Net Scope 1 and 2 greenhouse gas emissions accounts for the impact of carbon credits generated and sold.



## Key responsibilities

### Cleanaway's responsibility

Cleanaway's management is responsible for selecting the Criteria, and ensuring the Subject Matter is prepared, in all material respects, in accordance with that Criteria. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

### EY's responsibility and independence

For the limited assurance engagement, our responsibility is to express a conclusion on the Limited Assurance Subject Matter based on the evidence we have obtained. For the reasonable assurance engagement, our responsibility is to express an opinion on the Reasonable Assurance Subject Matter based on the evidence we have obtained.

We have complied with the independence and relevant ethical requirements, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

EY applies Auditing Standard ASQM 1 Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information or Other Assurance or Related Services Engagements, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

### Our approach to conducting the assurance procedures

We conducted our assurance procedures in accordance with the Australian Standard for Assurance Engagements (ASAE 3000): Assurance Engagements Other than Audits or Reviews of Historical Financial Information and (ASAE 3410): Assurance Engagements on Greenhouse Gas Statements and the terms of reference for this engagement as agreed with Cleanaway on 19 April 2024.

For the limited assurance engagement, these standards require that we plan and perform our engagement to express a conclusion on whether anything has come to our attention that causes us to believe that the Limited Assurance Subject Matter is not prepared, in all material respects, in accordance with the Criteria, and to issue a report.

For the reasonable assurance engagement, these standards require that we plan and perform our engagement to obtain reasonable assurance about whether, in all material respects, the Reasonable Assurance Subject Matter is presented in accordance with the Criteria, and to issue a report.

The nature, timing and extent of the assurance procedures selected depend on our judgement, including an assessment of the risk of material misstatement, whether due to fraud or error.

### Description of assurance procedures performed

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Limited Assurance Subject Matter and related information, and applying analytical and other appropriate procedures.

The Limited Assurance procedures we performed were based on our professional judgement and included, but were not limited to:

- Conducted interviews with personnel to understand the business and reporting process
- Conducted interviews with key personnel including data owners and data providers, to understand Cleanaway's process for collecting, collating, and reporting the Selected Disclosures during the reporting period
- Assessed the suitability of the Criteria and that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Criteria
- Undertook analytical review procedures to support the reasonableness of the data
- Identified and tested assumptions supporting calculations
- Tested, on a sample basis, underlying source information to assess the accuracy of the data
- Assessed the adequacy and appropriateness of the presentation relating to the Selected Disclosures, and whether the disclosed information is consistent with our understanding of management and performance at Cleanaway.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

### Inherent limitations

While we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls.

The greenhouse gas emissions quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of greenhouse gases. Additionally, greenhouse gas procedures are subject to estimation and measurement uncertainty resulting from the measurement and calculation processes used to quantify greenhouse gas emissions within the bounds of existing scientific knowledge.

### Additional inherent limitations – limited assurance scope

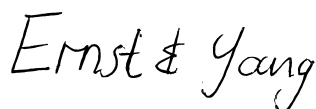
Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

### Use of our Assurance Report

We disclaim any assumption of responsibility for any reliance on this assurance report to any persons other than management and the directors of Cleanaway Waste Management Limited or for any purpose other than that for which it was prepared.

Our assurance procedures were performed over certain web-based information that was available via web links as of the date of this statement. We provide no assurance over changes to the content of this web-based information after the date of this assurance report.

The logo for Ernst & Young, featuring the company name in a stylized, handwritten-style font.

Ernst & Young  
Melbourne, Australia  
23 September 2024





**ARMSTRONG**

Communication design, consultancy and production.  
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