



**MAKING A
SUSTAINABLE
FUTURE
POSSIBLE**

SUSTAINABILITY REPORT 2020

Our network of optimised assets



NEW MUNICIPAL VEHICLES

at Perry Road, Victoria

Our 5,300 strong fleet works from ~250 locations around Australia.

Our people in the community



DAVID CLANCY

General Manager NSW/ACT, volunteering on Clean Up Australia Day with his family

Cleanaway is actively involved in supporting the 220 Australian communities we serve.

Servicing our customers



MICHELLE SPENCER

National Operations Manager, Health Services

Cleanaway Daniels saw a 900-fold increase in disposal volumes for some medical waste customers as a result of COVID-19.

About this report

This report covers Cleanaway's sustainability performance from 1 July 2019 to 30 June 2020. Unless otherwise stated, disclosures cover Cleanaway Waste Management Limited and the entities it controlled during the financial year, all located in Australia. The SKM Recycling Group assets, which we acquired during the reporting period, are included in the data from the date of acquisition. Our joint ventures are also discussed but have not been included in performance metrics, unless otherwise stated in case studies.

In FY19 we made a commitment to expand our sustainability disclosures and to report against the Sustainability Accounting Standards Board (SASB) Waste Management Standard, the UN Sustainable Development Goals (SDGs) and the recommendations

of the Taskforce on Climate-related Financial Disclosures (TCFD). This report marks our first disclosures against these frameworks. We intend to continue building on our sustainability disclosures in future reports, through a focus on material topics, better quality data, comparative data and targets.

Unless otherwise stated, data has been prepared in accordance with the SASB methodology. Any variations to SASB methodology can be either found in the SASB indicators on [page 75](#) or for non-SASB metrics, throughout the report where appropriate.

The report also references the Global Reporting Initiative (GRI) Standards 2016 (see [Index page 81](#)) and draws on elements of the Integrated Reporting (IR) framework.

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This is an interactive PDF designed to enhance your experience. The best way to view this report is with Adobe Reader. Click on the links on the contents pages or use the [home](#) button in the footer to navigate the report.

We're committed to our sustainability journey

As Australia's leading total waste management solutions provider, we're committed to upholding global standards of sustainability – for our employees, the community, the environment, and economic stakeholders. We believe we play a vital role in driving the circular economy in Australia and *'Making a sustainable future possible'* for generations to come

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Committed to our mission

I am pleased to present Cleanaway's 2020 Sustainability Report. A hallmark of a truly sustainable business is delivering on the promises that it makes to its stakeholders. FY20 was a year where Cleanaway delivered on short and medium-term commitments, and made further progress towards Our Mission of *'Making a sustainable future possible'*.

I am pleased to report that over the course of FY20 Cleanaway has:

- Continued to drive steady improvements in Health and Safety, with our total recordable incident frequency rate (TRIFR) 58% lower than five years ago
- Completed the integration of the Toxfree business and is benefiting from over \$35 million of annual synergies
- Completed the key elements of the legacy landfill remediation and rectification program, which will free up over \$20 million of cash per annum through to FY25 and over \$35 million per annum thereafter
- Acquired the SKM Recycling Group's resource recovery assets in Victoria and Tasmania, and secured council contracts and will process over 200,000 tonnes of recyclable materials per annum
- Delivered an improved Sustainability Report, aligned to the United Nations Sustainable Development Goals (SDGs) and the Sustainability Accounting Standards Board (SASB) Waste Management Standard. We have also commenced reporting our climate change risk disclosures in accordance with the Taskforce for Climate-related Financial Disclosures (TCFD) framework. This report will provide us with a strong foundation to build on in future sustainability reporting.



We also delivered record underlying EBITDA, EBIT and NPAT of \$473.0 million, \$251.9 million and \$152.9 million (pre AASB 16) respectively, while increasing our annual dividend to shareholders by 15.5% to 4.1 cents per share.

We have reached the halfway mark in our Footprint 2025 journey and I believe we have created strong foundations for the future growth of the business. Over the past year we strengthened our position as Australia's leading integrated waste management business, with the successful integration of both the Toxfree business and the SKM resource recovery assets. The optimised management of these acquisitions ensures we have the right capability in key locations to extract maximum value from the evolving tonne. We remain the market leader in every sector in which we operate and our network of prized waste infrastructure assets across the country continues to grow.

Our objective to drive a circular economy in Australia continues, and in the coming years we will pursue several key projects in partnerships that are strategically important for our business. We announced the development of a plastic pelletising plant in Albury, NSW, in partnership with Pact and Asahi. This facility will create a genuine closed loop recycling solution for the plastics we currently recover through our collections network. Our proposed energy-from-waste facility in Western Sydney, in partnership with Macquarie Capital, provides a more environmentally beneficial alternative solution to Sydney's growing waste disposal needs.

“Our objective to drive a circular economy in Australia continues.”

FY20 was not without its challenges, not least of which was how we adapted our lives as individuals, as a team and as a business to manage the disruption caused by the COVID-19 pandemic. I am immensely proud of the way Cleanaway responded to this challenge. The safety, health and wellbeing of all Cleanaway's staff, contractors, customers and members of the public was, and remains, paramount. In response to the situation we established three absolute priorities:

- keep our people safe
- keep our company sustainable, so we can keep our people employed during and post COVID-19
- keep servicing our customers – as part of our responsibility to the community, but also because our long-term relationships with customers will be key to our sustainability

Those priorities remain as relevant today as they did when we established them, and I am pleased

to report positive outcomes to date across all three dimensions. While COVID-19 continues to challenge how we run our lives, our business and our economy, the people that make up Cleanaway have pulled together to help one another through these challenging times.

FY20 was also a stark reminder of the continuing risks that need to be carefully managed within our business and operating environment, and the profound effects of workplace accidents.

Regrettably, there were two motor vehicle accidents involving our drivers in which members of the public tragically lost their lives. These incidents occurred in Geelong and in Darwin. We are deeply saddened by these events and our thoughts are with the families of the deceased. We continue to seek ways to improve vehicle safety. We are improving the technology in our vehicles, including better systems to minimise distractions for our drivers when they operate our vehicles.

In November, our Perth Material Recovery Facility was significantly damaged by a fire incident, which adversely impacted the resource recovery capacity in Western Australia. We have committed to rebuilding the facility and expect it to be back in operation in FY21.

In FY21 we will also see our SCROA framework operationalised across our portfolio of infrastructure, mobile and technology assets. SCROA is part of our focus on fixed assets and stands for Safe, Compliant, Reliable, Optimised Assets, and aims to ensure that teams managing assets for Cleanaway have a clear set of processes and tools to make sure our fixed assets remain a competitive advantage.

During the year we continued to build on our Talent 2025 strategy, with investment in the capability of our people. Improving diversity and inclusion also remains a key focus area. While we did not meet our overall female participation

rate targets in FY20, there were steady improvements, with overall female participation increasing to 21% and an increase in female operators to 5.7%.

Maintaining a social licence to operate is key to our sustainability and while we don't get everything right all the time, we do strive to constantly improve our systems and processes, our engagement with the community, our interactions with our stakeholders and our service to our customers. During the year we also continued to run community reference groups with communities where we have significant operations, so that we better understand the impact of our operations.

As Australia's leading integrated waste management company, which owns and operates a substantial portfolio of prized infrastructure, we want to make a positive impact. *'Making a sustainable future possible'* is a mission that unites more than 6,000 people who come to work each day and make Cleanaway the company that it is. We are, and always will be, stronger together.

I have only just touched on some of the material topics affecting our business here. Our FY20 Sustainability Report elaborates on all our material topics. It also introduces our Value Creation Story, which takes our strategic pillars and shows how the inputs we draw on are transformed through our business activities, applying Our Cleanaway Way to create outcomes for our stakeholders. I encourage you to take the time to read it and thank you for your support in our shared journey towards *'Making a sustainable future possible'*.



Vik Bansal
Chief Executive Officer and
Managing Director

Performance at a glance

FINANCIAL HIGHLIGHTS ^{1,2}

Our customers, regulators and society at large are looking for better and more sustainable solutions.

\$2,332 million revenue ↑ 2.1%

\$2,100 million net revenue ³ ↓ (0.4)%

\$515.7 million EBITDA ↑ 11.7%

\$256.6 million EBIT ↑ 6.6%

\$150.3 million NPAT ⁴ ↑ 7.0%

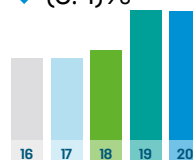
4.1¢ dividends per share ↑ 15.5%

7.3¢ earnings per share ↑ 5.8%

Net revenue (\$m)

\$2,100m

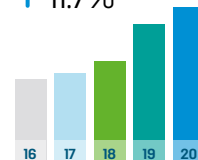
↓ (0.4)%



EBITDA (\$m)

\$515.7m

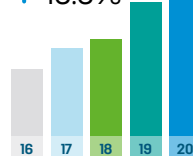
↑ 11.7%



Dividend (¢)

4.1¢

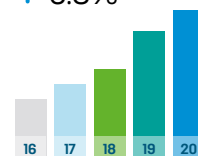
↑ 15.5%



EPS (¢)

7.3¢

↑ 5.8%



1 Represents underlying results.

2 Cleanaway applied the modified retrospective approach on adoption of AASB 16 Leases on 1 July 2019, as such comparatives have not been restated.

3 Net revenue is a non-IFRS measure and excludes landfill levies.

4 Attributable to ordinary equity holders.

OPERATIONS AT A GLANCE

Cleanaway is Australia's leading waste management, industrial and environmental services company. With our dedicated team, national network of specialised infrastructure assets, and one of the largest waste collection fleets on Australian roads, we're working towards Our Mission of 'Making a sustainable future possible', for all Australians.



6,000+

Employees



5,300+

Vehicles



~250

Sites



125+

Prized infrastructure assets

COMMUNITY INVESTMENTS

We know that change starts at home – and that genuine engagement and working in partnership with the communities in which we operate is an important part of our path for the future.



\$1.0m+

Invested in Australian communities



657

Education programs held nationally



23,000+

Students engaged in school-based education programs nationally

WHAT WE RECOVERED

Each year we focus on recovering more resources from waste – returning valuable commodities to the value chain, the first step toward making a more sustainable future possible.



>435 kt

Paper and cardboard



>19 kt

Plastic



>25 kt

Steel and aluminium



Renewable energy generation

134 GWh

Closed loop in oil recycling

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



~>114 ML

Used oil

Landfill gas captured

We're capturing the gas generated from the natural breakdown of waste in our landfills, turning it into electricity, then sending it to the grid, thus contributing to a reduction in our reliance on fossil fuels.



~106 Mm³

Landfill gas captured

Managing greenhouse gas emissions

Cleanaway's resource recovery activities go to reducing greenhouse gas emissions; both Cleanaway's direct emissions, and emissions that would otherwise have occurred throughout our communities. We are continually looking at ways to support further emission reduction, from expanding the footprint of our recycling operations to fuel and energy efficiency.



+



~792 ktCO₂-e

Greenhouse gas emissions

Renewable energy generated

By using the gas that we capture from our landfills to generate electricity we have produced enough renewable energy to power ~27,000 average homes.



~134 GWh

of renewable energy generated



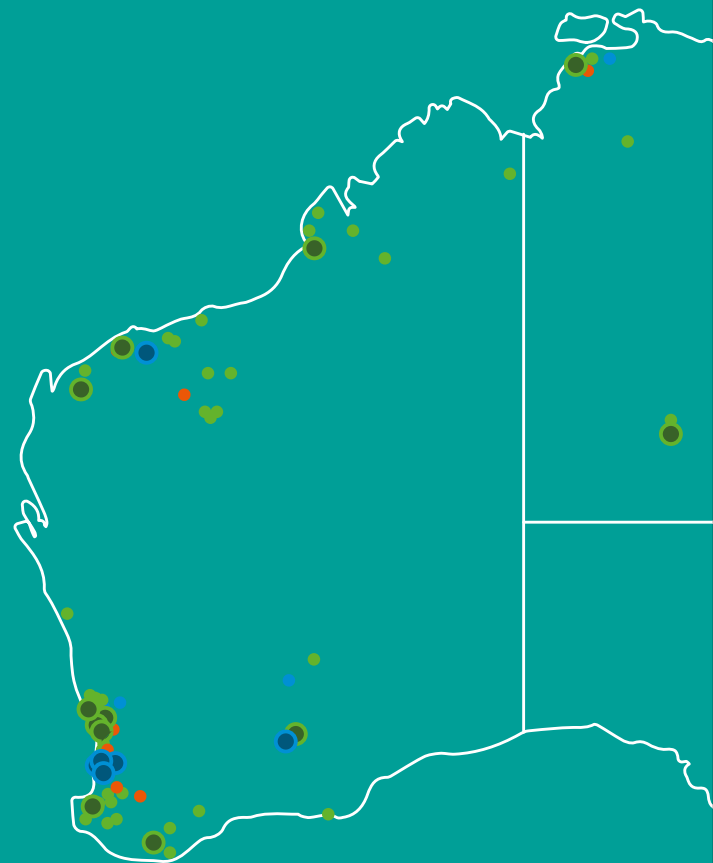
About Cleanaway

Cleanaway Waste Management (ASX:CWY) is a publicly listed ASX100 company with a history of over 50 years. In FY20 we again achieved record underlying profit through organic growth and strategic acquisition. We're committed to Our Mission of 'Making a sustainable future possible'.

Cleanaway Waste Management Limited is Australia's leading integrated waste management, industrial, health and environmental services company.

Our team of more than 6,000¹ highly trained staff are supported by a fleet of over 4,000² specialist vehicles working from approximately 250 locations across Australia. With the largest waste, recycling and liquids collection fleets on the road – and supported by a network of over 250 facilities including 48 recycling facilities, 83 transfer stations, 14 engineered landfills³, two composting centres, two incinerators and other facilities such as liquids treatment plants and refineries – we leverage our network of more than 125 prized infrastructure assets to deliver on Our Mission of 'Making a sustainable future possible' for all our stakeholders. We see waste as a resource and leverage our network of assets to extract maximum value from every tonne of waste to create long-term, sustainable value for our people, customers, investors and the environment.

In October 2019, we acquired the SKM Recycling Group's assets, and have been working to remediate and integrate those assets into our existing network and enhance our resource recovery and recycling capability in Victoria and Tasmania. The acquisition is consistent with our Footprint 2025 strategy (see [page 38](#)) to ensure we have the right infrastructure in place to deliver the growing and evolving waste management needs of communities while maximising resource recovery.

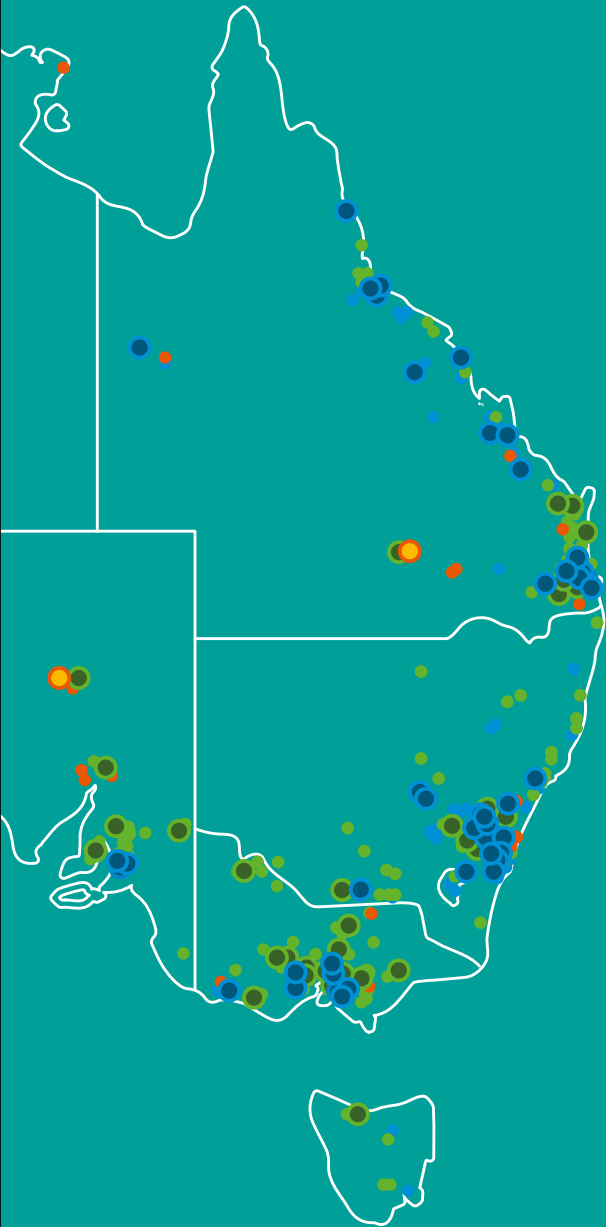


- Solid Waste Services sites
- Solid Waste Services prized assets
- Liquid Waste & Health Services sites
- Liquid Waste & Health Services prized assets
- Industrial & Waste Services sites
- Industrial & Waste Services prized assets

1 This figure is based on the number of active employees as at 30 June 2020 by headcount. It excludes Labour Hire, Directors, Owner Drivers, Contractors and Consultants. See [page 79](#) for further information regarding Cleanaway's employee figures.

2 This figure represents heavy and light vehicles.

3 Landfill figures include both active and closed landfills owned and operated by Cleanaway.



We have three reporting segments:

Solid Waste Services

100,000+ Business customers **100+** Municipal councils

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

Industrial & Waste Services

2,000+ Customers **40+** Municipal councils

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

Liquid Waste & Health Services

40,000+ Customers **~10,000** Medical waste customers

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

Our operating context

In FY20, our industry continued to adapt to significant change in the operating environment, particularly from the ongoing impacts of the China National Sword policy, and COAG's decision to ban waste exports. Combined with increasing social awareness of waste issues, this shift creates challenges for our business, but also represents a huge opportunity for us to support and advance Australia's transition to a circular economy.

Meanwhile, technologies for extracting the maximum value from waste continue to evolve, and Cleanaway looks for opportunities to bring leading industry innovations to Australia. This year we entered into a joint venture with Macquarie Capital's Green Investment Group to develop an energy-from-waste facility in Sydney (see page 65).

Australia's population continues to grow, and with it the volume of waste we generate. Launched in 2017, Footprint 2025 is Cleanaway's roadmap to ensuring we have the right infrastructure in place to support communities to meet their waste needs, while continuing to improve resource recovery.

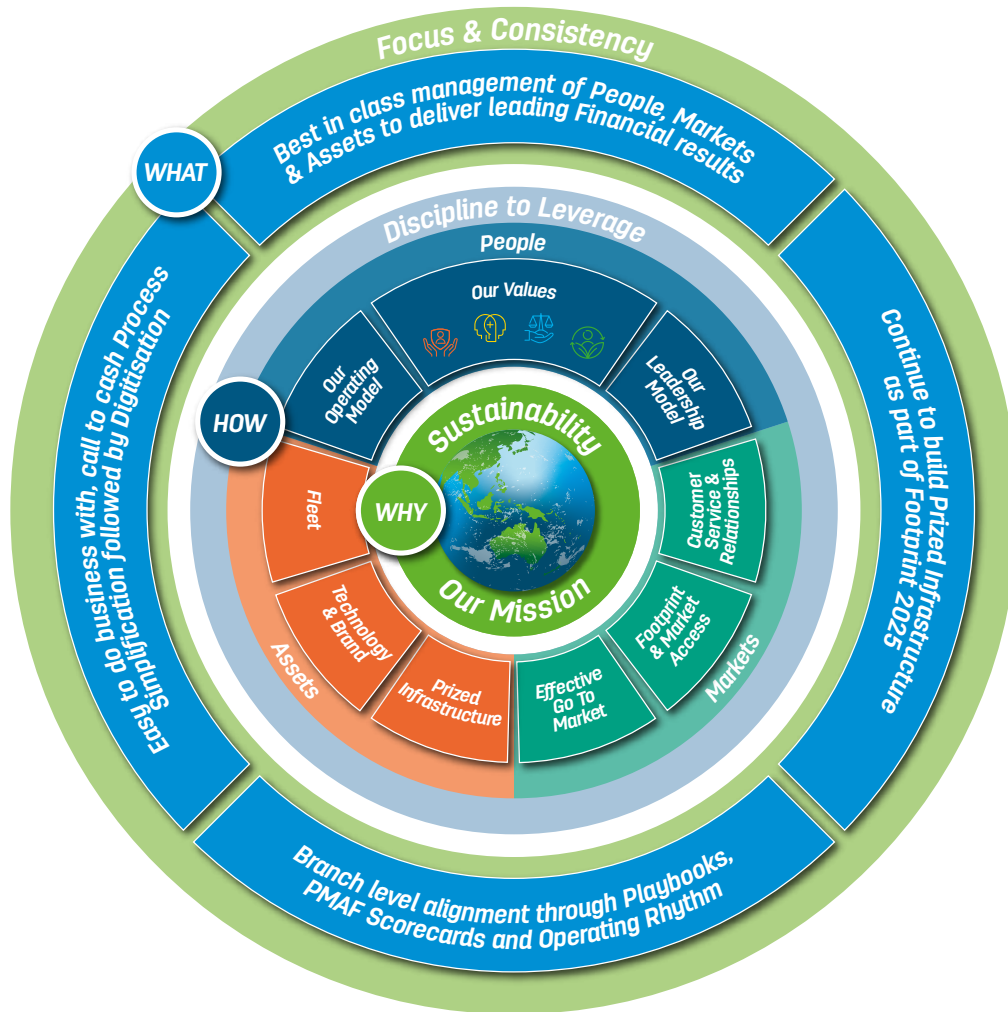
Like most businesses, COVID-19 posed significant challenges for Cleanaway in FY20. It was critical that we were able to keep our people safe while continuing to operate our essential services to commercial and municipal customers. The changes in demand for our services reflected the impacts on society and the economy, with decreased demand from some business customers such as hospitality, and increased waste from health services and from households in our contracted municipal councils. We discuss the impacts of COVID-19 on different aspects of the business, and our response, throughout this report, from governance to health and safety, and engagement with government and investors.

We have welcomed the increasing focus of investors and other stakeholders on climate change and the Sustainable Development Goals. Cleanaway is keen to play its part in addressing these global challenges, and we outline our approach throughout this report.



Our internal context

Our Cleanaway Way is our 'strategy on a page' to achieve Our Mission of 'Making a sustainable future possible'. It maps out how we will leverage our People, Markets and Assets to deliver long-term Financial results and positive impacts for our Earth. These aspects (People, Earth, Markets, Assets and Financials) set the structure of this report.



Originally launched in 2016 as Cleanaway began our 'good to great' journey, the Our Cleanaway Way toolkit was relaunched in 2019. Incorporating elements from recent acquisitions, the refreshed Our Cleanaway Way better reflected our unified business, integrated to be stronger than the sum of its parts. Our Cleanaway Way articulates the Why, How and What of our 'strategy on a page' that provides a common language and narrative across the

organisation. With that clarity, and using the toolkit to operationalise our strategic plan, the business is able to be disciplined in building on the three foundational strategic pillars of People, Markets and Assets to achieve competitive advantage and deliver on Our Mission.

You can read more about Our Cleanaway Way on our [website](#).



How we create value

STRATEGIC PILLARS



People

Our people comprise purpose driven teams, technical experts and a large workforce that share a strong operating culture



Earth

We utilise natural resources including energy, materials and water in our daily operations



Markets

We collaborate with joint venture partners and regulators to serve millions of customers across all market sectors



Assets

We have an integrated network of prized licenced infrastructure, a large fleet of specialised mobile assets and strong stakeholder relationships

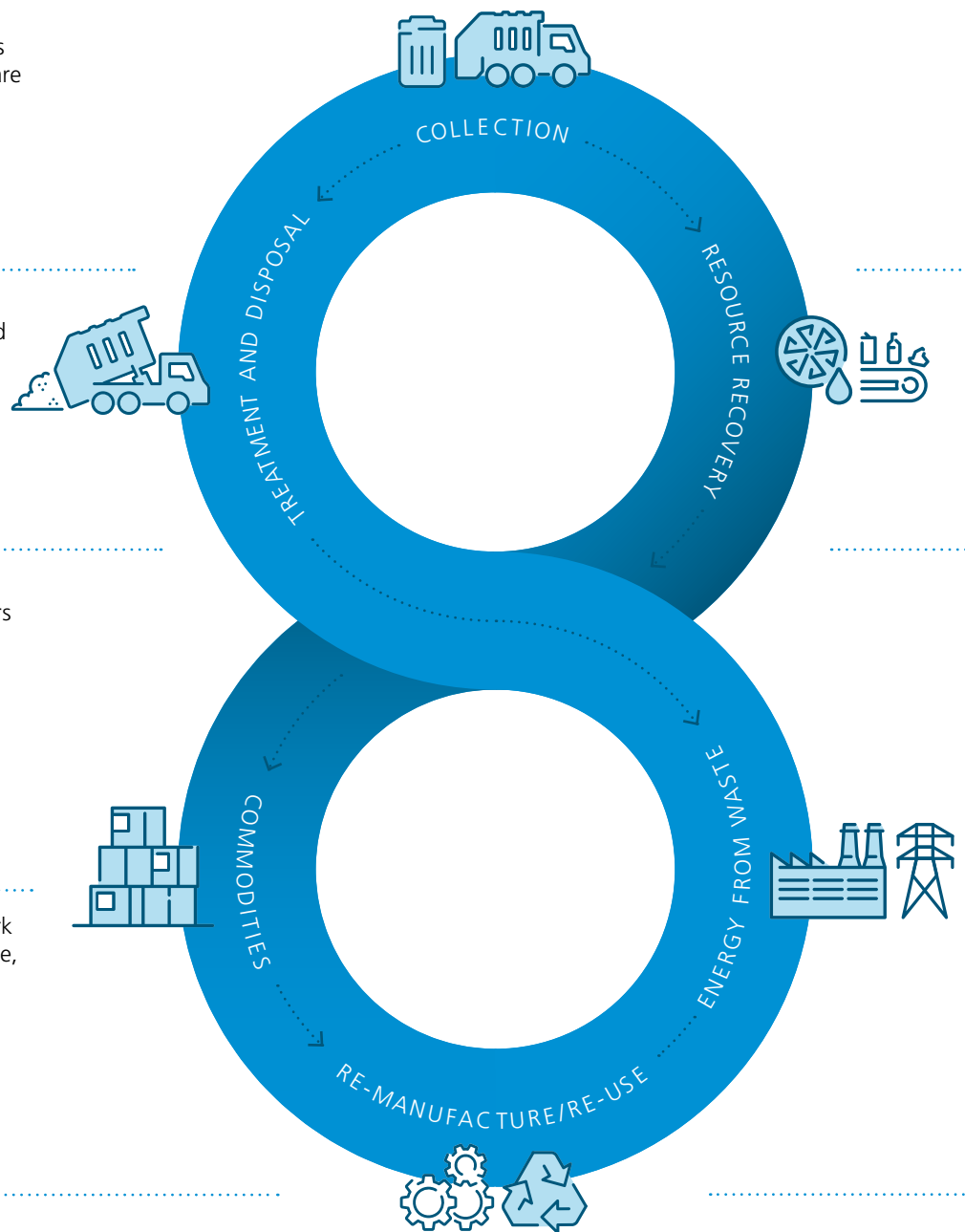


Financials

We are disciplined in our capital allocation and reinvest profits wisely

OUR BUSINESS MODEL

We see all waste as a resource



OUR MISSION

To make a sustainable future possible

OUR VALUES

Home safe

Stronger together

Our Value Creation Story takes our strategic pillars of People, Earth, Markets, Assets and Financials and shows how the inputs we draw on are transformed through our business activities, applying Our Cleanaway Way, to create outcomes for our stakeholders. It also shows how these outcomes align to the UN Sustainable Development Goals (SDGs).

CREATING LONG-TERM SUSTAINABLE VALUE

RELEVANT SDGs

We provide secure and meaningful employment for our people. We develop our people's skills and strive to provide a safe working environment.



Our recycled commodities reduce demand for primary raw materials and the associated impacts. We strive to minimise the environmental impacts of waste management, including greenhouse gas emissions, toxic and hazardous waste, water and air pollution. We reduce the waste going to landfill by recovering resources from waste streams. The low carbon electricity we generate displaces carbon intensive alternatives.



We see waste as a resource and leverage our strategic pillars.

We extract the maximum value from every tonne of waste to create long-term sustainable value for our stakeholders and the environment.

We help our customers and partners achieve their sustainability goals. We contribute to policy evolution. As a sector leader, we are advancing waste management in Australia.



We work with our partners to advance resource recovery in Australia, through education, supporting markets for recycled commodities and regulatory advocacy.

Our Footprint 2025 strategy, to invest in an integrated value chain with prized infrastructure assets, creates a strategic moat for our business and ensures we keep pace with growing sustainability demand and expectations. We contribute to a cleaner and safer environment, while seeking to minimise the impacts of our operations on local communities. We enable better regulatory outcomes through education.



We deliver strong and predictable financial performances. We contribute to the Australian economy through dividends and interest to our capital providers, salaries to employees and taxes to governments.



Integrity

We make a difference



Aligning to the UN Sustainable Development Goals

The SDGs were developed and adopted by all United Nations Member States in 2015 with an aim to achieve a more sustainable future for all by 2030.

There are 17 goals and 169 related targets that seek to end poverty, protect the planet and ensure all people enjoy peace and prosperity. We believe Cleanaway can make the greatest impact by focusing our efforts on the SDGs most aligned to our business.

Cleanaway recognises, however, that all 17 goals are important and interdependent, and that businesses as well as governments can contribute to their achievement.

We also recognise the importance of partnerships, as no one organisation can achieve the goals alone. Our joint venture with Pact and Asahi Beverages

is an example of how we are partnering to improve Australia's resource recovery and recycling capacity, advance Australia's transition to a circular economy and contribute to multiple SDGs. You can read more about this joint venture and how we partner for sustainable solutions on page 57.

While we have mapped these SDGs to our Value Creation Story and throughout this report, we understand that alignment is not equivalent to impact. The SDGs represent an ambitious agenda and we will work in the coming years to make the strategic and operational changes required to increase our impact on the SDGs.

We undertook a mapping exercise that identified the SDGs that we can have the greatest impact on and engaged with internal stakeholders to identify nine priority SDGs on which to focus our efforts:



Our nine priority SDGs

5 GENDER EQUALITY

Achieve gender equality and empower all women and girls

7 AFFORDABLE AND CLEAN ENERGY

Ensure access to affordable, reliable, sustainable and modern energy for all

8 DECENT WORK AND ECONOMIC GROWTH

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

10 REDUCED INEQUALITIES

Reduce inequality, including based on age, sex, disability, race, ethnicity, origin, religion, or economic or other status within a country

11 SUSTAINABLE CITIES AND COMMUNITIES

Make cities and human settlements inclusive, safe, resilient and sustainable

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

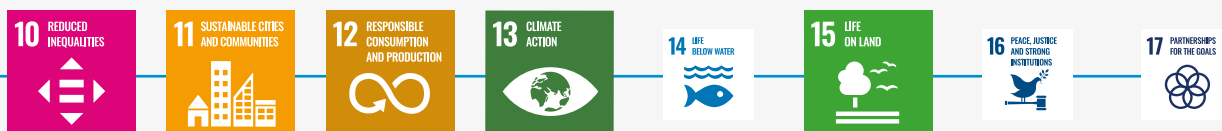
Ensure sustainable consumption and production patterns

13 CLIMATE ACTION

Take urgent action to combat climate change and its impacts

15 LIFE ON LAND

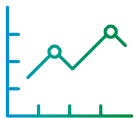
Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss



Our material topics

We want our disclosures to focus on the topics that matter most. Guided by the Global Reporting Initiative Standards 2016, in FY20 we undertook an assessment of our material sustainability topics, which are the sustainability risks, opportunities and impacts that are most important to us and our stakeholders.

The topics were identified and prioritised taking into consideration three dimensions, and informed by a variety of research methods:



What matters to our business performance, including over the long-term

Management interviews

Desktop review of internal strategies, policies and reporting



What matters to our stakeholders

Desktop review of topics identified by peers, customers, regulators, investors and media

Employee and internal stakeholder, and investor interviews

























Our positive and negative impacts on the economy, environment and society

Deep dive into Cleanaway's actual or potential impacts across the 169 UN SDG targets



The findings of this process were validated by a group of Cleanaway senior leaders and the Board and tested with external stakeholders. Having identified our material topics, we mapped these to Our Cleanaway Way PeMAF pillars.

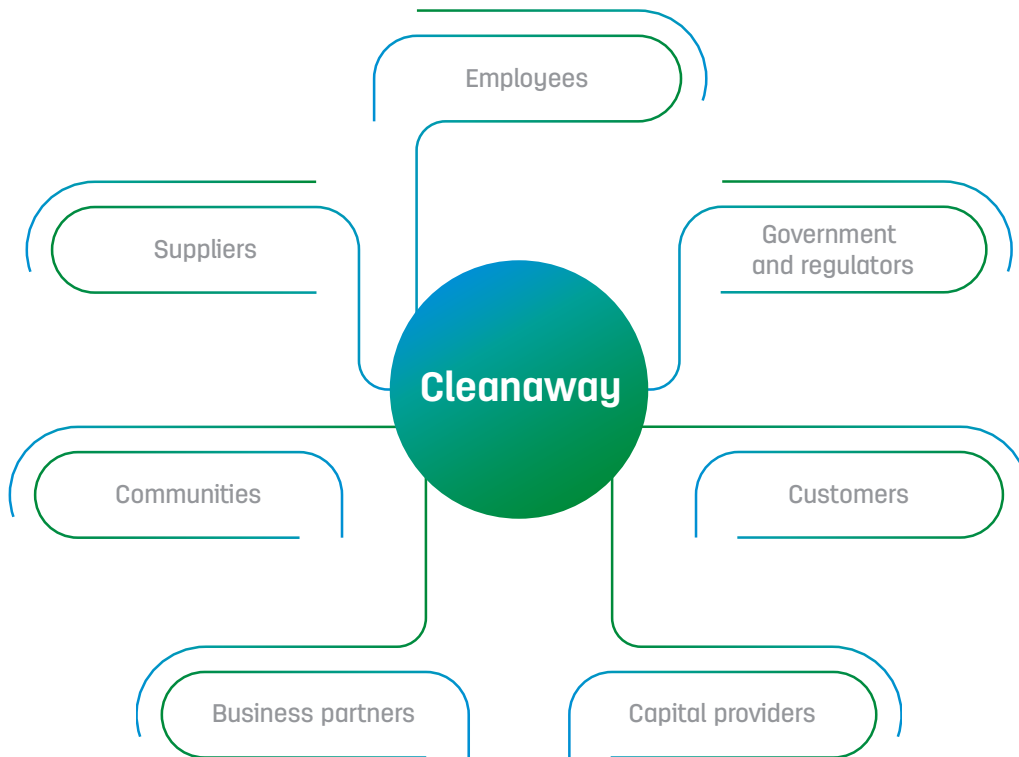
The final topics, which are all addressed in this report, are below, with the top 11 topics highlighted in blue.

STRATEGIC PILLAR	TOPIC	DEFINITION	PRIORITY SDGS	PAGE
	Governance, accountability and transparency	Governance systems to deliver ethical business operations Transparency and accountability in reporting		<u>17</u>
People 	Workforce health, safety and wellbeing	Ensuring the physical and mental wellbeing of our employees		<u>22</u>
	Talent attraction, development, and engagement	Attracting and retaining the best talent who are engaged in Cleanaway's mission, values and culture	 	
	Diversity and inclusion	Recognition of the diverse backgrounds, skills and experiences that make us a strong business		
	Labour practices	Compliance and fairness to uphold labour rights		
Earth 	Resource recovery and recycling	Recovery of resources and diversion from landfill		<u>36</u>
	Environmental impacts and compliance	Adhering to environmental legislation and licencing requirements		
	Climate change	Climate change adaptation, mitigation and resilience strategies across Cleanaway's operations		
		Transitioning to a lower carbon economy		
	Greenhouse gas emissions and low carbon energy	Measurement, monitoring and reduction of Cleanaway's greenhouse gas emissions Supporting the transition to a lower carbon economy through growth of energy production services		
Water consumption	Strategies to measure, monitor and reduce Cleanaway's water consumption			
Markets 	Customer experience	Ensuring that Cleanaway's services are responsive to customers' changing needs, values and goals		<u>50</u>
	Community education and engagement	Engage and consult with our customers and communities on waste and recycling		
	Partnerships for sustainable waste solutions	Industry and customer partnerships to strengthen the market for recovered resources, support Cleanaway's vertically integrated model, and deliver effective solutions		
	Regulatory responsiveness and advocacy	Engaging with legislators and regulators on public policy Ensuring that Cleanaway is prepared for the changing regulatory landscape		
	Ethical and sustainable value chain	Implementing responsible sourcing and procurement practices		
Assets 	Strategic assets	Ensuring that our assets are well placed and have the capacity to service the needs of the market and our customers	  	<u>62</u>
	Technology advancement	Fit-for-purpose technology and innovation to deliver solutions to customers		
	Community impact management	Engaging with local communities to understand economic, environmental and social impacts		
Financials 	Economic contribution	Sustainable financial performance to deliver shareholder returns over the long term, ensure organisational sustainability, and contribute to a strong Australian economy		<u>70</u>



Our stakeholders

Effective stakeholder engagement ensures that we are aware of the various perceptions, needs and concerns of our key stakeholders.



We develop and maintain strong relationships with our key stakeholders through regular engagement. Outside of participation in industry, government and commercial networks, we create forums to better reach people who use our services or are impacted by our operations. Our website, social media channels, online education and on-site workshops are designed to increase education,

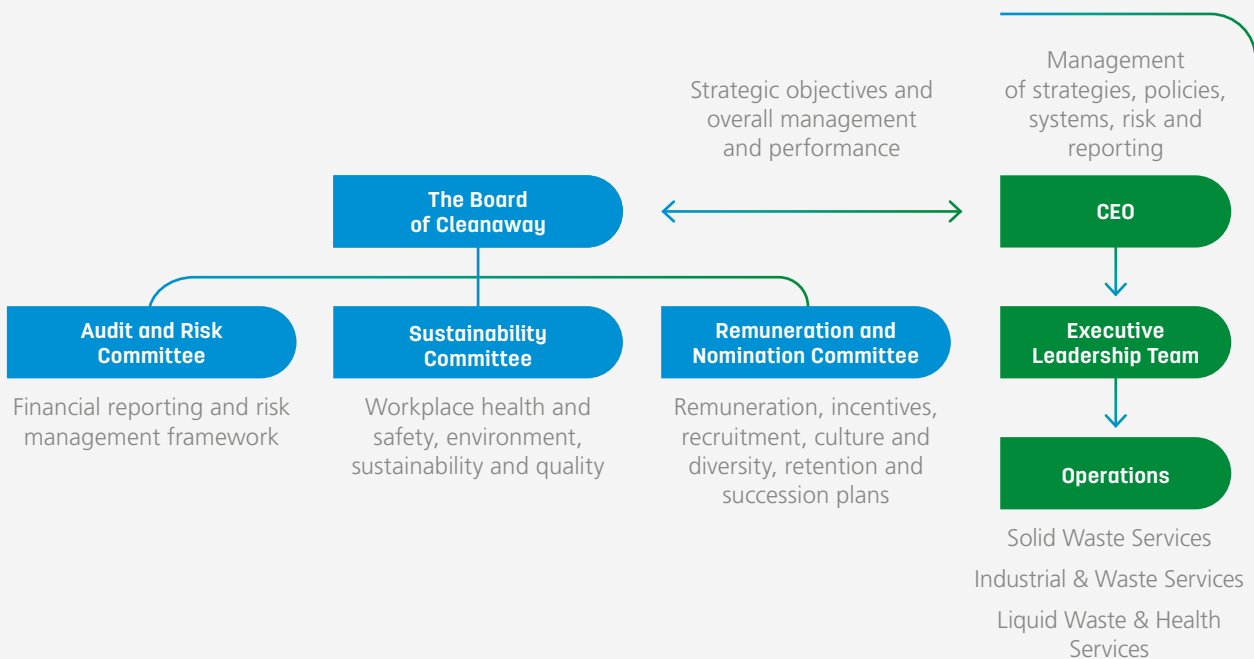
improve recycling behaviours, and help people use waste services correctly. For people living and working in the communities where we operate, we engage through our branches and customer service centres, Community Reference Groups, our website, social media, and our Community Hotline to ensure they have access to the information they need.

Governance, accountability and transparency

The Cleanaway Board has adopted a range of charters and policies that enshrine high standards of corporate governance across Cleanaway's operations.

Standards of corporate governance in Australia have been a high-profile topic in the media over the past year, and a key focus for investors. The trust our shareholders and other stakeholders place in Cleanaway rests on a foundation of strong compliance and ethical management. Robust governance is critical to achieving Our Mission and, in turn, creating value for our shareholders and other stakeholders through effective oversight, risk management and transparency.¹

We aim for a Board and management team with the right combination of skills and perspectives to enable decisions that respond to the needs of our stakeholders and manage our relevant impacts. Our Board comprises five male and two female independent non-executive directors, together with our CEO. Their profiles can be viewed on our [website](#). The Cleanaway Board has adopted a range of charters and policies that enshrine high standards of corporate governance across the company's operations. These can be accessed through our [website](#). Our commitment to sustainability is reflected by a board-level committee, which oversees effective implementation of sustainability activities across the company.



¹ <https://www.cleanaway.com.au/about-us/for-investor/corporate-governance/>



The Board undertakes an annual review of its own performance and that of the Board Committees. The review process provides a forum to assess the effectiveness of the Board and governance processes within the company and consider recommendations for improvement. ¹ Over the last year, the effectiveness review has considered issues such as succession planning, diversity and the relevant mix of skills and experience of the Board, amongst other governance issues. Together, Our Mission, Our Values and the Code of Conduct define how Cleanaway manages its

business and are central to our operating culture. Our Code of Conduct is endorsed by the Board and designed to ensure that Cleanaway’s business is conducted in compliance with all relevant laws and regulations. It is reviewed annually and updated as necessary to ensure it reflects the highest ethical standards and the practices necessary to maintain confidence in Cleanaway’s business. Following review, we communicate the updated Code of Conduct to all employees and provide the updated version on our [website](#).

 <h2 style="margin: 0;">Our Mission</h2> <p style="margin: 0;">Everything we do is driven by Our Mission of <i>‘Making a sustainable future possible’</i> for all our stakeholders.</p>	 <h3 style="margin: 0;">Home Safe</h3> <p style="margin: 0;">We take responsibility for our personal safety, as well as that of our team. We are committed to Goal Zero, because everyone deserves to go Home Safe, every day.</p>	 <h3 style="margin: 0;">Stronger Together</h3> <p style="margin: 0;">Building from a place of strength, we are focused on creating something stronger than the sum of our parts each and every day.</p>
 <h2 style="margin: 0;">Code of Conduct</h2> <p style="margin: 0;">Our Code of Conduct underpins how we operate in accordance with Our Values, with basic principles that all stakeholders are expected to follow.</p>	 <h3 style="margin: 0;">Integrity</h3> <p style="margin: 0;">We do the right thing – no matter what. Holding ourselves to higher standards, we say what we mean, and we do what we say.</p>	 <h3 style="margin: 0;">We Make a Difference</h3> <p style="margin: 0;">We are proud of what we do to make a sustainable future possible – for our employees, our customers, our investors, the communities in which we work, and the planet.</p>
 <h2 style="margin: 0;">Our Values</h2> <p style="margin: 0;">Our Values guide how we behave as individuals and as a group. They provide clarity about what is important to us, guiding our priority-setting and decision-making processes.</p>		

Risk is inherent in all business activities, and the effective management of risk is essential to Cleanaway achieving its business objectives and to the Board meeting its fiduciary duties. The Board has adopted a Risk Management, Compliance and Assurance Policy that sets out our commitment to proactive enterprise risk management and compliance. The policy is supplemented by an Enterprise Risk Management Framework that seeks to embed risk management processes into Cleanaway’s business activities.

We also have detailed control procedures in place which cover management accounting, financial reporting, maintenance of financial records, project appraisal, environment, health and safety, IT security, compliance, and other risk management issues.

We have a dedicated Internal Audit team, which focuses on key strategic risks. As well as providing assurance to the business units, the team evaluates and refines risk management processes within Cleanaway.

The company utilises a fully independent whistleblower service, FairCall. The Whistleblower Committee oversees the response to reports made through the FairCall line. Our Whistleblower Policy empowers all employees and stakeholders to raise concerns. We encourage all employees and stakeholders to report any instances where our actions are not aligned with our legal obligations, our policies or our Code of Conduct.

We have a range of policies in place to ensure we meet our business objectives through effective oversight, risk management and transparency.



Our key corporate governance documents can be found via the following links:

- [Corporate Code of Conduct](#)
- [Continuous Disclosure Policy](#)
- [Securities Trading Policy](#)
- [Anti-Bribery and Corruption Policy](#)
- [Whistleblower Policy](#)
- [Risk Management, Compliance and Assurance Policy](#)
- [Diversity and Inclusion Policy Statement](#)
- [Shareholder Communications Policy](#)
- [2017–2020 Diversity and Inclusion Engagement Plan](#)
- [‘Innovate’ Reconciliation Action Plan \(2018–2020\)](#)
- [Environmental Policy](#)
- [Emergency Management Plan COVID-19](#)

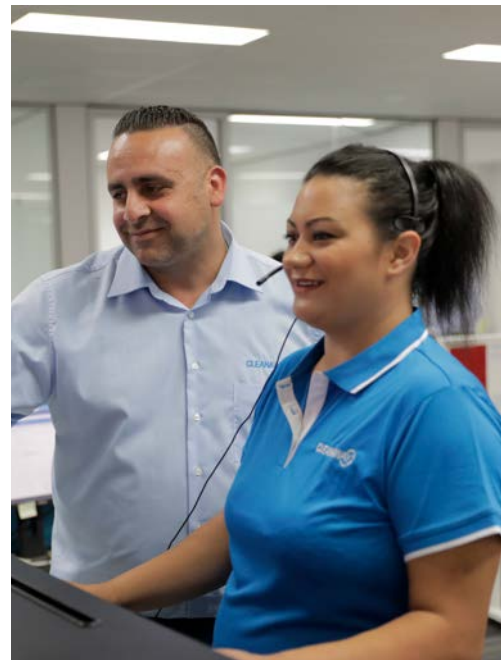
Cleanaway’s Executive Committee (‘ExCom’) is made up of our CEO, CFO, General Counsel & Company Secretary and Executive General Managers. ExCom members are responsible for providing strategic leadership in all aspects of operational and functional activities at Cleanaway. Details of our ExCom members are available on our [website](#).

Cybersecurity

The security of corporate and customer information is critical for Cleanaway, with the protection of our network and data being core to everything we do. Cleanaway has been investing in our cyber resilience over several years, with FY20 seeing additional security measures through the implementation of multi-factor authentication to protect our users, maintenance of current malware and security patching to protect our critical systems, and system audit logging and email filtering capabilities to protect our data and identify threats quickly.

Our priorities for FY21 will see an uplift in the capability of our staff to identify and protect against cyber-attacks through:

- in-depth training and awareness programs
- enhancing our vulnerability detection and management capabilities
- extensions to existing risk management and governance frameworks, which are based on government and industry standards, including NIST, C2M2, ISO 27001 and the Australian Signals Directorate Essential 8 security mitigation models.





Maintaining essential waste services during COVID-19

As was the experience the world over, the COVID-19 pandemic demanded a swift and agile response to ensure the safety and stability of Cleanaway's essential services. From when the impact was first felt in March and as the situation evolved at different rates around Australia, Cleanaway quickly put in place the principles and processes that continue to guide us today.

Our three principles are:

- keep our people safe
- keep serving our customers
- keep our company sustainable

Supported by strong governance and centralised response mechanisms, these principles give our people clarity, guide our decision making and ultimately provide a point of focus in an ambiguous and ever-changing environment.

Governance

In March, the Response Committee was formed, comprising the Executive Committee and key functional heads, and chaired by the CEO. The Response Committee met regularly – daily in the early stages of the pandemic – discussing updates from internal and government sources and making decisions to ensure the continued functioning of operations. We updated our Emergency Management Plan and risk register, conducted safety risk assessments – business-wide and for individual sites – and implemented preventative control measures. We also put in place regular monitoring and reporting to the Response Committee and up to the Board.

Our Health & Safety and Internal Audit teams worked with sites to develop contingency plans, including setting protocols to prepare all sites in case of a confirmed COVID-19 case. We took an approach of monitor–review–adjust to ensure

“Cleanaway’s response set a standard above government requirements.”

actions were effective in the fast-changing circumstances. We also focused on communication, keeping all employees and contractors up to date with changes to process and procedures, and conducting regular briefings with key stakeholders, such as branch managers, customers, government departments and regulators.

The focus on centralised processes ensured a coordinated response across the business nationally and removed the pressure from local branches by providing clear guidelines. As the pandemic progressed and positive cases presented a risk to operating sites, Cleanaway’s response set a standard above government requirements and enabled sites to reopen quickly following a sanitation and contact tracking process.

Keep our people safe

As an essential service provider, our people would remain on the frontline throughout the pandemic. We quickly implemented new procedures to safeguard our people, especially those who were required to continue interacting with members of the community. We engaged an infectious disease specialist who rode alongside drivers to observe their role and provide safety recommendations.

Some of the actions we took included:

- Provision of surgical masks or face shields to all frontline workers, and team members who could not work from home
- Limiting vehicles to a maximum of two people, with additional staff travelling in a separate vehicle if needed. We also minimised the length of time that two people could travel together
- Disinfecting vehicles at the end of each shift
- Segregating operational areas and staggering start and finish times to reduce cross-over
- Temperature checking for employees entering sites
- Changes to seating configurations across workstations, meeting rooms and common areas to ensure social distancing was maintained
- Increased IT system capacity to support working from home options

At the start of the pandemic, we had difficulty obtaining hand sanitiser for our people. Our solution was to purchase a bulk quantity of sanitiser, and rapidly retool our ASP plastic manufacturing facility to manufacture and fill bottles for distribution to our workforce.

Keep servicing our customers

Waste collection and processing is essential to a smooth-functioning society, and this was highlighted through the COVID-19 crisis. As more people worked from home, household bins filled up faster, home clean-ups led to increased hard waste, and the volume put pressure on councils and our workforce. We worked closely with our municipal customers to adjust collection schedules and increase services in some areas to keep communities clean and functioning.

Our Cleanaway Daniels business also saw an increase in demand from healthcare and clinical customers and the team worked to ensure those customers could maintain safe, hygienic environments. Fortuitously, we had begun manufacturing our own sharps containers from our ASP facility in NSW in February 2020, which limited the impact of disruption to imports on bin availability.

Keep our company sustainable

The economic impact of COVID-19 containment restrictions meant many Cleanaway customers were unable to operate and suspended their services. While the extent of this impact remained unclear for some time, and varied by state, effective workforce planning measures and an annual leave draw-down program were enacted to help manage financial sustainability.

The diverse nature of Cleanaway’s customer base further mitigated risk. Marketing and sales efforts were directed towards industries requiring ongoing or additional support as a result of COVID-19, including healthcare, supermarkets, and construction and demolition. We also launched a decontamination service for customers with large-scale and outdoor sites to sanitise their operations, keeping their workforce safe.



People

We're proud of our purpose-driven teams. We continue to focus on safety and wellbeing, and value diversity, equality and inclusion in our workforce.

WHAT WE DRAW ON

- Purpose-driven teams
- ~70% blue-collar workforce with a strong operating culture
- Technical expertise
- Community and customer relationships

OUR MATERIAL TOPICS

- Workforce health, safety, and wellbeing
- Talent attraction, development, and engagement
- Diversity and inclusion
- Labour practices

THE VALUE WE CREATE

- We provide secure and meaningful employment for our people
- We develop our people's skills and strive to provide a safe working environment



Priority SDGs



1 OVERVIEW

2 PEOPLE

3 EARTH

4 MARKETS

5 ASSETS

6 FINANCIALS

7 APPENDIX



Workforce health, safety, and wellbeing

We are committed to pursuing a total recordable incident frequency rate of zero because everyone deserves to go home safe, every day. 'Home Safe' is one of our core values that reflects that goal. We prioritise the physical and mental wellbeing of all Cleanaway employees across our facilities, fleet and corporate business units.



TRIFR

Total recordable incident frequency rate

4.5

in FY20

5.7

in FY19

6.2

in FY18

The collection and processing of waste poses hazards that are our responsibility to manage for the safety and wellbeing of our people and the community. This is not only a compliance requirement but essential to maintaining an engaged and thriving workforce.

Our *Health and Safety Policy* outlines our risk management-based approach to providing a safe working environment for all employees, contractors and stakeholders. The Cleanaway safety management system operationalises our policy organisation-wide. The management system has been independently certified to meet the requirements of Australian Standard for Occupational Health and Safety AS 4801. All Cleanaway personnel are trained to perform their roles safely and advise management if they see a work practice or activity that they consider to be unsafe.

We have implemented training and procedures across the business to deliver our commitment to zero harm.

Examples include extensive induction training; 'Toolbox talks', held regularly at every site to discuss safety topics; site inspections; drug and alcohol screening; and internal and external audits.

To evaluate our performance, we have a regular reporting cadence to our Executive Leadership Team and to our Board of Directors. We regularly review the information provided in our health and safety reports to ensure that we are not only providing the key performance indicators, but also using the data to identify emerging issues. Over the last year we have had a particular focus on analysing and reporting our High Potential Incidents¹ and the incidents involving fires that have occurred during the course of the year. We also introduced a new health and safety reporting system across all business units of the company to ensure that reporting occurs in a consistent manner.

We use a range of lead and lag indicators to measure our health and safety performance. Lag indicators include TRIFR, fire incidents and overdue corrective actions. Lead indicators include percentage completion of mandatory training, and the number of 'safety interactions'. These are context-specific safety conversations between employees and their supervisors, where managers join our drivers and operators for a shift to observe safety in practice and discuss roles, responsibilities and controls.

We aim to ensure that contractors are treated in the same manner as employees across our health and safety system. Consistent with this, the training required and standard operating procedures that apply to perform a specific task in our business will be

the same for contractors and employees. When we report our performance, we don't distinguish between contractors and employees.

Total recordable incident frequency rate (TRIFR) is the key performance indicator that we use to measure health and safety performance. We achieved a reduction in TRIFR of 21% in FY20, with TRIFR reducing from 5.7 to 4.5. Whilst it is pleasing to see continued year-on-year improvement in our TRIFR, we also acknowledge that there are opportunities for improvement that we will seek to implement over the coming year.

The fatality rate in our business was zero for FY20. However, there were motor vehicle accidents in Geelong and Darwin involving our vehicles, in which members of the public lost their lives. In light of these tragic incidents, we have had a clear focus on ensuring our drivers do not face unnecessary distractions when they operate our vehicles. We have been implementing technology in our vehicles to minimise the risk of distractions (see Mobileye case study [page 68](#)).

In FY20 we began a refresh of our Life Saving Rules, which are non-negotiable internal compliance requirements tied to our most critical risks. Following some significant incidents, we recently developed in detail a *Life Saving Rule* for high-pressure water blasting. In conjunction with this we implemented minimum training hours and specific competency requirements for the different high-pressure water blasting activities undertaken across the business.

Fire at our facilities has been identified as a critical risk. We have increased capabilities around fire risk management, including

improved engineering controls, improved operations at site and capability within the team.

Consistent with our objective of ensuring the safety of our employees during the COVID-19 pandemic, we have also placed a greater focus on protecting the mental health of our employees. We have done this through broad-based programs available to all of our employees, including our Employee Assistance Program that provides free 24 hours, seven days a week confidential support to all employees and their families. This will continue to be a focus in FY21, as will ensuring that, where workers are returning to office-based work, there are appropriate controls in place to prevent the spread of COVID-19.

LOOKING AHEAD

Life Saving Rules

Our FY21 TRIFR minimum improvement goal of 3.8 is a 15% decrease on FY20.

Using the high-pressure water blasting rule as a template, we plan to launch six Life Saving Rules in FY21 aligned to our critical risks across our business. In addition, this launch will include the launch of four new environmental absolutes, providing 10 rules in total. Each rule will have an associated program of work, including detailed training and core competencies

In FY21 we will be reviewing our fire prevention and protection practices, mitigation strategies, and updating our response procedures.

Mental health programs will continue to be a focus in FY21. We will also be ensuring that, where workers are returning to office-based work, there are appropriate controls in place to prevent the spread of COVID-19.

¹ 'High potential incident' means an incident not causing loss or damage but which, under different circumstances, would result in an accident.



Talent attraction, development and engagement

It is only through our workforce of over 6,000 employees that we can achieve Our Mission of *'Making a sustainable future possible'*. Our mission and sustainability credentials help us to attract the right people to deliver that future, and contribute to our staff engagement. Our people are proud to work at Cleanaway and are our biggest advocates in the communities where we work.

Our business depends on the efforts of our majority blue-collar workforce, supported by a strong operating culture and standardised operating practices. Our Operating Model provides clarity for 'decentralised but standardised' business units, enabling business managers to own their markets and create value, while being supported by our central functions.

Our Cleanaway Way (see page 9) and Our Values (see page 18) provide clear direction for our people, articulating the behaviours that bring us together. For us to be a great team, achieving great things, we need to work together, focused on the same goals. Teamwork is always stronger when we have clarity and when everyone knows what their job is and what is expected of them.

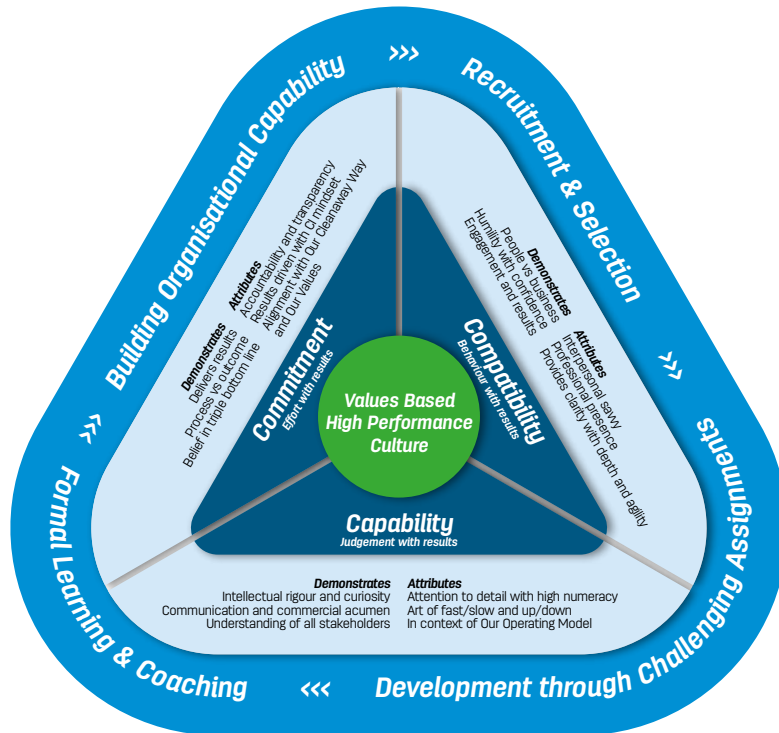
Our Leadership Model focuses on creating a high-performance, results-based and engaged culture. The Leadership Model is a framework designed to provide unambiguous performance expectations for incumbents and future leaders to fully align with our enterprise objectives. It is used as a development tool and also as a recruitment tool when seeking leaders for our business.

Our Total Reward strategy is aligned with Our Cleanaway Way, Operating Model, our focus on PeMAF and our Leadership Model. All our remuneration programs have clear objective targets – People, Health & Safety, Environmental and Financial goals, which includes how effectively we are managing invested capital. Other targets might be included for specific functions or roles.

Our Total Reward approach ensures a balance between long-term and short-term strategic objectives and delivering shareholder returns. Cleanaway provides a competitive mix of remuneration structure for its senior executives.

We invest in our people to develop the knowledge and skills to respond to our current and future needs. Cleanaway University is an internal training platform for all employees. Mandatory programs include workplace health, safety and environment, and respectful workplace training to create a safe, inclusive and ethical workplace. We also have many programs to upskill current and new employees, including leadership training and commercial and financial skills training, role-specific health and safety training, as well as graduate, internship and apprentice programs.

Our Leadership Model



Developing our people

Leadership training

In late 2019, in partnership with the Lighthouse Group, Cleanaway developed and launched our Commercial Acumen & Financial Skills (CAFS) program for our operational leaders across the enterprise. The two-day workshop was successfully delivered to over 110 branch managers. Development of an online and virtual version of the CAFS program is underway. It is planned for delivery in October 2020, and to be further developed into a fully online program. The program will be delivered to relevant new employees going forward.

Our continued partnership with LeadershipSuccess for frontline leadership coaching programs saw over 100 enrolments and over 70 completions in FY20.

Graduate program

To attract and nurture our next generation of leaders, in FY20 we launched the Cleanaway Graduate program. The program provides graduates from

key disciplines such as engineering, chemistry and environmental science with vital hands-on experience and insight into the waste management industry through experiences, training and mentorship.

Across 24 months, graduates will rotate through placement blocks, lasting up to six months each, allowing them to gain a strong understanding of the various operations and functions of Cleanaway. Graduates' learning journey includes time spent with their hosting manager before and after their placement to discuss learning outcomes, and setting learning and experience goals for their next placement.

The program will give the graduate an understanding of the functions from a technical perspective, comprehensive appreciation of industry knowledge and commercial understanding.

With strong supervision, leadership and mentorship, we expect further career opportunities for graduates within Cleanaway.



Reward and recognition

Star Awards

Through our annual Star Awards internal recognition program and other reward incentives we aim to celebrate wins and recognise great performers.

For our Star Awards, we look for Outstanding Operators and Drivers, Service Champions and Safety Heroes. We look for nominations for those who possess a brilliant Community Spirit, have excelled in the world of Sales, live and breathe Continuous Improvement, and for a Team that creates enterprise-wide solutions. Further, we look for team members who live and breathe Sustainability and for those that go above and beyond to promote Inclusivity within our workplaces, all of which go towards making Cleanaway a great place to work.

Employee Engagement Survey

We track our employee experience through our annual employee engagement survey, which provides granular feedback that can be analysed by segment, business unit, or teams as small as seven people. Data can also be correlated with other indicators such as turnover, absenteeism and tenure. We use this feedback to agree on ways we can improve our employee experience.

Our engagement survey results have remained steady, with results of 59% for both FY17 and FY18, with higher levels of engagement reported for operational staff. In FY19, we conducted a pulse survey in the middle of our integration of Toxfree and Daniels Health to provide a baseline engagement score. This produced an engagement score of 52%. We intended to run our engagement survey early 2020, however, given the significant business disruption experienced due to COVID-19, the survey has been rescheduled for FY21 and will include questions testing employee satisfaction with our management of the COVID-19 pandemic.

Our voluntary turnover improved significantly during FY20, falling from 18.0% to 14.6%. This downward trend occurred throughout the year, but the impact of COVID-19 in the last quarter saw further reduction of voluntary turnover.



LOOKING AHEAD

A great place to work

For FY21, we want to maintain voluntary turnover below 15%. The engagement survey will provide further information and feedback from our employees which will help us to implement strategies to achieve this objective and to continue to strive toward making Cleanaway a great place to work. Furthermore, we will continue to use our exit interview process to understand how we can improve and lessen the risk of valued employees leaving the organisation.

In FY21, we intend to operationalise a national training framework that will provide clarity on mandatory training requirements and completion.

We plan to expand our existing CAFS program with the Lighthouse Group to further develop our leaders. We have also begun developing a succession planning and talent management program that will support the professional development of high performers through personalised development plans.

Diversity and inclusion

Valuing and supporting diversity and inclusion (D&I) is a critical part of our 'Stronger Together' value.

We want our workforce to reflect the communities in which we operate, across differences in identity, backgrounds, skills, experiences, values and needs. We believe that an inclusive workplace strengthens our connection with customers, the community and each other, and makes us more flexible, productive, creative and competitive. Increasing awareness of diversity and developing an inclusive environment helps our people to feel recognised so they can perform at their best, and encourages opportunities for all employees.

Our Diversity and Inclusion Engagement Plan puts into action the commitments of our Diversity and Inclusion Policy Statement. The 2017–2020 plan, which finished at the end of FY20, was built on five pillars to enable us to continue to attract, retain and develop talent while balancing merit, fairness and equality. The 2020–2022 plan, launched in the second half of 2020, will report our progress, building on the successes and addressing the gaps identified in the previous plan, and focusing on three areas: engagement, workforce profile and awareness.

Cleanaway's Board establishes and is accountable for achieving Cleanaway's gender diversity targets. The Executive Committee is accountable for achieving our D&I Engagement Plan and reporting progress to the Board's Human Resources Committee.¹ Responsibility for meeting specific targets from our D&I Engagement Plan sits with our D&I Working Group, Executive General Manager of Human Resources and Enterprise Leadership Team.

2020–2022 D&I Engagement Plan



Engagement

Stronger together



Workforce Profile

Workforce demographics
and female participation



Awareness

Learn and do

2017–2020 D&I Engagement Plan

Some achievements of our 2017–2020 Plan include:

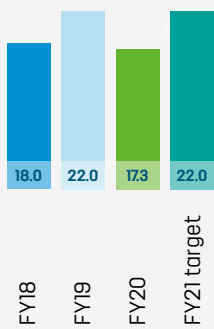
- Reporting on remuneration and gender pay parity as part of our annual review of Total Fixed Remuneration, to track the impact of our actions to closing the gap
- Updated Parental Leave Policy and Guidelines, including increasing the make-up pay from 14 weeks to 18 weeks and aligning it with the pay cycle
- Development and implementation of our unconscious bias e-Learning induction module
- Updated Respectful Workplace Policy, and development of related e-Learning induction module and face-to-face training program

¹ D&I Policy Statement, D&I Engagement Plan, Human Resources Committee charter.

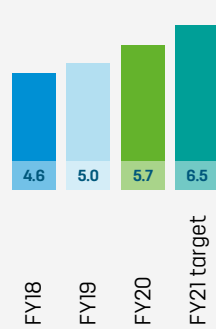
Diversity and inclusion outcomes and targets

In FY20, although there was an increase in females in operational roles, and in female operational management roles¹, there was a decrease in females in management roles and female representation overall^{2,3}. For FY21, we have set targets for increases in female representation in each of these categories.

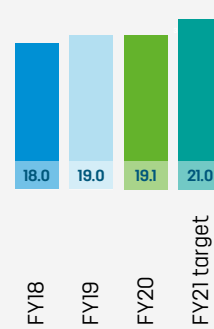
Females in Management (%)



Females in Operations (%)



Females Overall (%)



Female Directors on the Board

25.0%
14.3% FY19

Females in operational roles

5.7%
5.0% FY19

Females in management roles

70
74 FY19

Female branch managers

12
7 FY19

Female regional managers

3
1 FY19

¹ Management is defined as Level 6, a standard Branch Manager position, and above.

² Unless otherwise explicitly stated, D&I and labour practices metric data includes JVs that are on our payroll.

³ Female representation is based on the number of active employees as at 30 June 2020 by headcount. It excludes Labour Hire, Directors, owner-drivers, contractors and consultants.



Gender pay gap

Our analysis of gender pay gap across the organisation found that females were paid 19.7% less than males when looking at the average hourly earnings.^{2,3,4} When analysing salaried employees and their compa-ratio¹, the gender gap between females and males decreases to 97.5%, meaning that in 'like for like' roles, females are paid 2.5% less than men.



97.5%

Female-to-male salary ratio



↑ 80.3%

Overall female-to-male average hourly earning ratio

Reconciliation Action Plan

Cleanaway's 'Innovate' Reconciliation Action Plan (RAP) 2018–2020 outlines our vision for the full inclusion and participation of Aboriginal and Torres Strait Islander peoples in our current and future operations and partnerships. We work to achieve our vision through a focus on education, employment, procurement and providing a culturally safe workplace.

The 'Innovate' RAP built on our learnings from our first 'Reflect' RAP. While we have achievements we are proud of, including meeting some of our measurable RAP targets, we have more work to do towards achieving the vision of reconciliation and closing the gap in the communities in which Cleanaway operates. We expect to launch our next RAP following the expiration of our current RAP in November 2020.

Responsibility for tracking and meeting our RAP targets sits with the RAP Working Group, including our CEO and Executive General Manager of Human Resources.



- 1 Female-to-male salary ratios represent the average annual FTE (full-time equivalent) compa-ratio for females divided by the average of males. Compa-ratio is based on the employee's FTE total fixed remuneration divided by the midpoint in employee salary grade range. It is based on the number of active employees as at 30 June 2020. It excludes Labour Hire, Directors, owner-drivers, contractors, consultants, waged employees and Cleanaway CEO.
- 2 Female-to-male average hourly salary ratio represents average hourly earnings between 1 April 2019 to 30 March 2020. Average earnings include gross base salary plus all extra benefits, whether payable directly or indirectly, in cash or another form as an annualised FTE. Benefits include allowances, bonuses, cash out annual leave/long service leave, MVA, discretionary pay, overtime, sales commission and superannuation. It is based on the number of active employees as at 30 March 2020. It excludes Labour Hire, Directors, owner-drivers, contractors, consultants and Cleanaway CEO.
- 3 For more detail on our D&I figures, see pages 79–80.
- 4 For more on our gender equality statistics, look out for the 2020 Workplace Gender Equality Agency (WGEA) Reporting. Due to the disruptions caused by the COVID-19 pandemic, WGEA recently advised an extension of the report submission period, with reporting to officially commence from 1 May and due by 31 July 2020.



Pilbara Environmental Services

One of several key successes from our current 'Innovate' RAP is our new JV, Pilbara Environmental Services (PES), in partnership with the KingKira Group.

KingKira Group is a 100% female Aboriginal-owned business that provides environmental integrated services and has strong connections with the Nyiyaparli and Palyku Aboriginal groups, and the Kariyarra and Ngarluma peoples in the Pilbara region of Western Australia. Their ethos is 'our land'. This guides their environmental management practices, ensuring they are sustainable for future generations. Owner and Director, Tammy O'Connor's passion for training and mentoring Aboriginal people is embedded across KingKira Group's operations. Having grown up in the Pilbara region, Tammy has a wealth of knowledge and insight into the local

community and is able to provide education and guidance to Cleanaway to achieve successful outcomes for local communities.

PES provides solid waste management and recycling services, as well as industrial cleaning services primarily to mining, oil and gas, government, and infrastructure industries in the Pilbara region. Specific services include onsite treatment, transfer, remediation, and recycling of all waste materials including hazardous, liquid and solid waste. Industrial cleaning services include high pressure water pump (HPW) and vacuum loading. A key objective of PES is to encourage and assist Aboriginal recruitment, training and employment as well as the development and support of local businesses. As such, PES also provides Aboriginal professional labour hire services.



Cleanaway was awarded the Workplace of the Year and Operational Excellence awards at the Waste and Resource Recovery Awards (WARR). Pictured from left to right: Paul Antony, Greg Mitchell, Tim Richards, Kirby Mayers, David Clancy, Kass Goddard, Blake Senior and Paul Grentell

Workplace of the Year Award

In November 2019, Cleanaway was awarded the national Workplace of the Year Award at the Waste and Resource Recovery Awards hosted by Waste Management and Resource Recovery Association Australia and Inside Waste. The award recognised Cleanaway for our inclusive approach to relaunching Our Cleanaway Way, and the initiatives in place to build a talented and engaged workforce through our Diversity and Inclusion Policy, D&I Engagement Plan and 'Innovate' RAP.

LOOKING AHEAD

D&I engagement

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

Our next D&I Engagement Plan and RAP are both due to be launched during FY21. Focus areas for the D&I Engagement Plan include: broadening our diversity profile to also include multi-cultural/ethnic diversity and age demographics development and implementation of a female mentoring program. We are committed to closing the gap on pay for female employees and increasing female representation across all levels at Cleanaway. We will also focus on improving our data collection systems to identify and record diversity such as Aboriginal and Torres Strait Islander heritage. This will help us drive, capture and increase the impact of our diversity and inclusion agenda.



Labour practices

With over 6,000 staff, the majority of which are blue-collar, our strong operating culture and relationships with our people are critical for us to provide essential services to the community.

Our labour practices are important to manage our market competitiveness. If we don't get our labour practices right, we risk reduced engagement and discretionary effort, higher turnover, and potential disruption to our operations from industrial action or regulatory non-compliance.

Our vision is to work collaboratively with our employees towards a common goal of sustainable business success, thus enabling job security, engagement and attractive employment conditions. Our approach comprises six focus areas which are linked to our PeMAF operating model.

The approach is supported by our four employee relations pillars:

- **Terms and conditions of employment:** compliance with minimum standards and considered application of options available such as collective bargaining, employment contracts and policy
- **Employee relations frameworks:** providing tools for management to strive for best practice in matters such as agreement making, performance management, misconduct and discrimination or bullying
- **Employee relations data and reporting:** to help us monitor our performance
- **Employee relations influencing:** engaging with external groups

External engagement is an important part of managing our labour practices. Our involvement with industry associations such as Australian Industry Group helps us keep on top of, contribute and respond to changes in relevant regulations and legislation and remain compliant. We strive to maintain strong direct engagement with our employees. Where our employees have chosen to be represented by a union, we have solid and effective relationships with various unions, including the Transport Workers Union and the Australian Workers Union.

We have over 110 enterprise agreements, covering 56% of our staff and generally lasting three to four years.^{1,2} One of our greatest challenges is building flexibility into our enterprise agreements to respond to unforeseeable future changes.

We also employ significant numbers of contract workers, including owner-drivers (approximately 200) and labour hire workers (approximately 300 FTE at any one time, noting this is highly variable depending on needs). We are just as committed to valuing, protecting and honouring our agreements with our contractors as we are with our direct employees.

Employee relations vision and strategy

- 1 **Awareness**
All employees and managers understand their rights and obligations, entitlements and how they contribute to Cleanaway's success
- 2 **Fairness**
Fair recognition and grievance processes and outcomes
- 3 **Stability**
No industrial action and appropriate wage and salary reviews
- 4 **Agility**
Flexibility of enterprise agreements and industrial instruments to respond to market demands and organisational changes
- 5 **Performance**
Collaborative, values-based, high-performing, incentivised and supportive culture
- 6 **Sustainability**
Strong attraction, retention and engagement of the right people to enable growth and implementation of our Footprint 2025 strategy

1 For more figures on industrial instruments see [page 79](#).

2 Based on number of active employees as at 30 June 2020 by headcount. Excludes Labour Hire, Directors, Owner Drivers, Contractors and Consultants.



Enterprise agreements

110

Enterprise agreements

56%

Employees covered

3-4

Years lasting ^{1,2}

LOOKING AHEAD

Employee relations

Due to the global COVID-19 pandemic, Cleanaway placed all enterprise agreement negotiations on hold from April onwards to focus our efforts on maintaining safe and effective operations. It also provided some time to consider the economic impact of COVID-19. Negotiations have recommenced since July and hence the focus for FY21 will be to re-align parameters of our negotiations to achieve fair and commercial outcomes. All aspects of employee relations compliance are a high priority, considering recent and ongoing updates to awards and legislation.

1 For more information on industrial instruments see page 79.

2 Based on number of active employees as at 30 June 2020 by headcount. Excludes Labour Hire, Directors, Owner Drivers, Contractors and Consultants.





Earth

We invest in infrastructure, technology and innovation to close the loop and contribute to a viable circular economy in Australia.

WHAT WE DRAW ON

- Natural resources consumed in operations (energy, materials, water)

OUR MATERIAL TOPICS

- Resource recovery and recycling
- Environmental impacts and compliance
- Climate change
- Low carbon energy generation
- Greenhouse gas emissions and low carbon energy
- Water consumption

THE VALUE WE CREATE

- Our recycled commodities reduce demand for primary raw materials and the associated impacts
- We strive to minimise the environmental impacts of waste management, including greenhouse gas emissions, toxic and hazardous waste, water and air pollution
- We reduce the waste going to landfill by recovering resources from waste streams
- The low carbon electricity we generate displaces carbon intensive alternatives

Priority SDGs



1 OVERVIEW

2 PEOPLE

3 EARTH

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6 FINANCIALS

7 APPENDIX



Resource recovery and recycling

Cleanaway sees all waste as a resource and works to extract the maximum value from every tonne of waste as part of Our Mission of *'Making a sustainable future possible'*.

Increased public awareness and changes to government policy are coming together to drive local investment in resource recovery and markets for recycling. As Australia's leading waste management company, Cleanaway is taking a leadership role in resource recovery and the circular economy. We are consciously moving further along the waste value chain by investing in technology and partnerships to convert waste into useful commodities. Doing so enables the circular economy, reduces environmental and community impacts, and maximises the value of resources.



8,025 t

waste incinerated¹



2,420 t

e-waste collected and 100% recycled



167,334 t

recycled through NSW Container Deposit Scheme



Footprint 2025

Our Footprint 2025 strategy is a roadmap for identifying where waste volumes justify investment in specific technology or assets to deliver sustainable and commercially viable recovery and recycling solutions. (see [page 64 Assets](#) and [page 66 Technology](#)).

The acquisition of the SKM Recycling Group in FY20 ensured continuity of kerbside recycling services for half of Victoria's municipal councils and significantly improved our capacity for resource recovery in Victoria and Tasmania. The MRF in Laverton includes a Plastics Recovery Facility which can sort up to five different plastic types, contributing to improved plastics recovery for recycling.



114,301,469 l

oil recovered



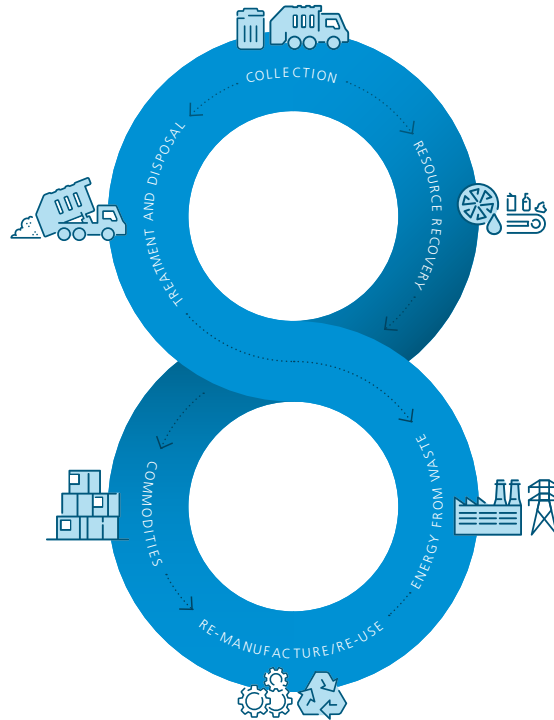
2,835,194 l

oil used by hydrocarbon division as input into WTE



387,075 mt

of recyclables sold²



Our approach to resource recovery

We work with our partners to advocate resource recovery in Australia:

- Waste education services for customers and community
- Supporting markets for recycled commodities
- Regulatory responsiveness and advocacy

Our business foundation is Our Cleanaway Way

which includes Our Mission, Our Vision, Our Values, Operating Model and our Leadership Model

Since acquiring these assets, Cleanaway has continued its investment to significantly improve product quality, sortation throughput and operational reliability. Cleanaway has also invested in additional glass processing technology to improve the quality of glass cullet collected through the kerbside recycling system.

Recognising the urban population growth in south east Melbourne and in line with the 2018 National Waste Policy target to halve the amount of organic waste sent to landfill by 2030, Cleanaway opened a dedicated organics processing facility in 2018. Organics is a highly recoverable waste stream and we plan to expand our ability to process green and organic waste across Australia.

We balance our desire to operate across most waste streams with the reality of market conditions. Over the past two years, Cleanaway's dedicated e-waste business has not met expectations. The viability of e-waste recovery and processing is closely tied to government policy, and the current policy settings make for a challenging operating environment. As such, we have decided to discontinue this business from early FY21.

We work closely with industry and government to inform policy settings and identify opportunities to create closed loop resource recovery within the Australian economy (see page 58 Advocacy). In collaboration with our customers, we work to change community perceptions and behaviour through

education programs (see page 27 Community engagement). Both of these are ongoing activities that will be critical to achieving a circular economy.

- 1 100% of our incinerated waste is hazardous and 0% is used for energy recovery.
- 2 This includes material sold through Cleanaway's Central Trading Desk only.



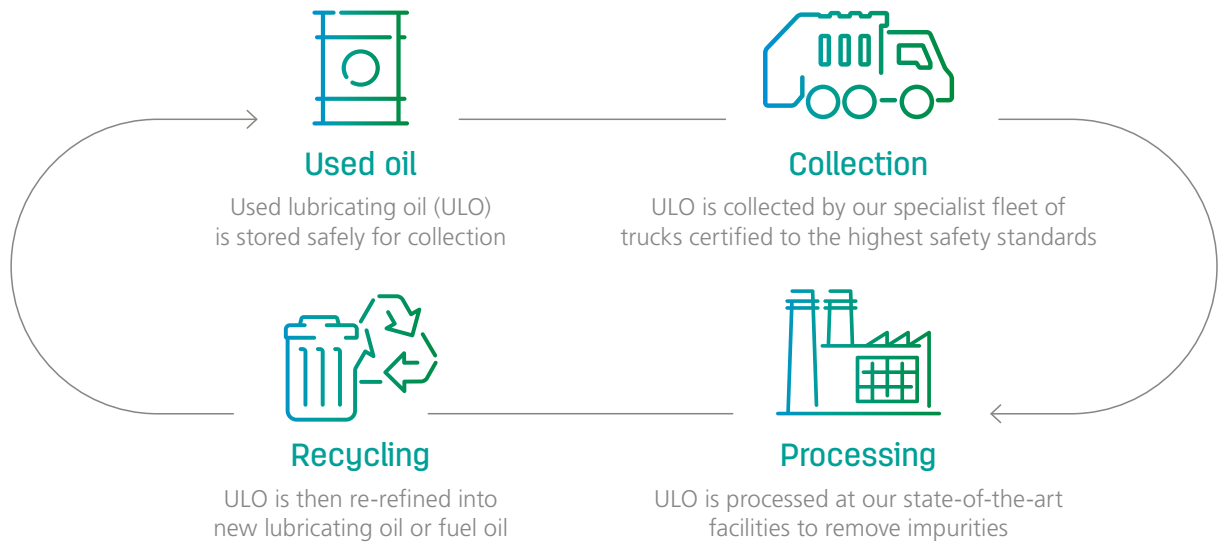
Hydrocarbons

Cleanaway's Hydrocarbons business operates waste oil recycling facilities in Kalgoorlie, Adelaide, Melbourne and Townsville in addition to refinery sites at Rutherford and Wetherill Park in New South Wales, and Narangba in Queensland. Hydrocarbons processes over 130 million litres of used oil annually, collected from over 35,000 businesses. The recycled base and fuel oils produced offset

Australia's annual oil requirements by approximately 900,000 barrels.

Cleanaway is the largest oil recycler in Australia. We manufacture high quality products which meet Category 1, 2 and 5 under Australia's Product Stewardship for Oil Program. During FY20 our commitment to quality resulted in an upgrade to produce 'Group II' base oil, that requires a complex refining process.

Hydrocarbons was recognised with the Operational Excellence award at the November 2019 Waste and Resource Recovery Awards, hosted by Waste Management and Resource Recovery Association of Australia and Inside Waste. The award recognised Cleanaway for the impressive safety record and high operational performance of the Hydrocarbons sites across our refinery network.



Paintback™

Cleanaway was the founding collection partner for Paintback, a not-for-profit product stewardship initiative that collects and recycles unwanted paint and packaging. Paintback encourages Australians to drop off unwanted paint and packaging at local collection points for recycling and recovery. Cleanaway processes this waste through the composting of water-based paints, recovery of solvent-based paint for use in cement kilns, and recycling of paint tins. Participation in Paintback ensures the diversion of paint and packaging from landfill and waterways.

LOOKING AHEAD

Making better use of glass

Cleanaway's plans to expand its capabilities in resource recovery include a feasibility study for a mixed-colour glass beneficiation plant at our Blacktown container processing facility. We currently process glass waste for re-use in construction and the proposed plant will improve the recycled glass quality to allow use in bottle-to-bottle recycling. This will be an improvement in both environmental outcomes and product value.

Environmental impact and compliance

Upholding the highest standards in environmental performance is crucial to the success and sustainability of our business.

If mishandled, waste can pose hazards to the environment, such as contaminating waterways, harmful air emissions, and fires. Our collection, sorting, treatment and disposal processes are designed to mitigate the risk of these hazards, recognising there is often a regulated chain of responsibility that must be complied with.

Failing to operate in accordance with regulations, licensing requirements and proper environmental management not only has the potential to result in environmental harm but may also diminish our social licence to operate, increases compliance costs and causes reputational damage with our stakeholders and investors.



Our Environmental Policy

Our Environmental Policy sets out our aim of 'Zero Harm' to the environment and our commitment to upholding and continuing to improve our environmental standards for the benefit of the environment, our employees, stakeholders and the community. We abide by all legal requirements and standards, aiming for zero incidents of non-compliance or corrective actions.

We embed effective risk management into our operating environment and culture through training and audits.¹ We regularly undertake audits of our operations

to ensure compliance with our regulatory obligations and alignment with our Environmental Policy. Our environmental management system is also independently certified to ISO 14001.²

If an incident does occur, we act quickly to control and mitigate damage, drawing on our own expertise and working with relevant emergency services to protect the community and the environment. Following an incident, a thorough review is undertaken to identify learnings and implement corrective and preventative measures to increase the robustness of our

environmental management system across the business. In FY20 we had one corrective action implemented for landfill releases and 22 incidents of non-compliance associated with environmental impacts. See [page 69](#) for a discussion of the fire at our Perth MRF.

In FY20 we largely completed the rectification and remediation of legacy landfills, which were identified as being required following a review in 2014. Over \$200 million has been spent on this since the program commenced.

¹ Risk Management Compliance and Assurance Policy.

² <https://www.cleanaway.com.au/about-us/our-business/>



Queanbeyan spill

In May 2020, there was a spill at our facility in Queanbeyan, ACT, that resulted in the release of around 2,500 litres of hydrocarbon solvent. A portion of this solvent travelled approximately 500 metres from our site into the Molonglo River. Cleanaway promptly mobilised to control, contain and then remediate the impacted areas. The watercourse and the council stormwater system were cleaned to the satisfaction of the NSW Environment Protection Authority. An independent third-party review of the clean-up activity concluded that following the remediation and validation works, there is no ongoing unacceptable risk to human health and the environment as a result of the spill. As a result of this incident we are reviewing our spill response and stormwater management across the business. We are also reviewing the processes at the site that caused the release with the aim of eliminating or reducing this risk.



Our aim is to go beyond compliance to demonstrate leading practice environmental performance. We are vocal about our support for a consistent and well-regulated waste management industry and adopt practices that reflect our commitment to environmental management. For example, we identify opportunities for the prevention and reduction of pollution, including greenhouse gas emissions.

All employees, contractors and joint venturers engaged in activities under Cleanaway's operational control are responsible for complying with and implementing our Environmental Policy. Ultimately, the CEO is accountable to the Board of Directors for ensuring that the policy is implemented.

LOOKING AHEAD

Zero harm

Our future strategy is to go beyond Zero Harm and create positive environmental impacts by shifting our focus towards environmental restoration opportunities. These activities will not only create positive environmental value but also provide opportunities for our staff to engage with local communities and environments.

However, before we realise these ambitions, we recognise there is more work to do to embed consistently high standards of environmental risk management across all of our operations. Our SCROA framework (Safe, Compliant, Reliable, Optimised Assets) will simplify and standardise the way we operate our assets, with a focus on integrating environmental compliance with safety and good maintenance practices, to drive the stable and optimised performance of our assets.

Victorian Commingled Resource Recovery (VCRR)

When SKM Recycling Group stopped receiving commingled recycling in 2019, almost half of Victoria's kerbside recycling capacity was lost overnight. Cleanaway acquired the debt and appointed a receiver. Cleanaway acquired the assets of the SKM Recycling Group following a public sale process and worked quickly to restore recycling services for Victorian councils. Included in the acquisition were two Material Recycling Facilities (MRF) and two transfer stations in Victoria, and a MRF in Tasmania.

~120 former SKM employees joined Cleanaway as part of the acquisition and were formally welcomed into the company when the sites reopened in November 2019.

We learned a lot from the acquisition of Toxfree and Daniels Health in FY19 and made it a priority to introduce the new team members to Our Cleanaway Way, and to quickly upgrade their health and safety training to meet Cleanaway's high standards.

It is important that our blue-collar workers have an accessible, effective induction process to understand Our Cleanaway Way and critical information about how we operate. As the SKM workforce included a significant number of people with limited English, interpreters were engaged to translate employment contracts and support our existing blue-collar induction training and onboarding.

Cleanaway has invested significant resources to improve the performance

of the assets and ensure we meet our environmental obligations. One of the first tasks was to remove the large stockpiles of waste material and to make the sites safe for our workers.

We have implemented specific measures to manage environmental risk, including upgrading the stormwater systems and the ability to isolate flow, installing netting and fences to prevent litter, and putting in place proper spill containment for oil and fuel storage. We have also made significant upgrades to the fire protection systems and continue to do so, to protect our people, assets and the community.

Beyond measures to improve environmental and fire risk management, upgrading plant and equipment has enabled more valuable products to be recovered for re-use, and also improved the quality of this product.

The MRF in Laverton North, Victoria, includes an advanced plastic sorting facility that separates plastics into clean, individual polymer grades for sale or input into a pelletising facility.

The acquisition is consistent with our Footprint 2025 strategy to ensure we have the right infrastructure in place to meet the growing and evolving waste management needs of communities while maximising resource recovery.

We will continue to work closely with employees, customers, the EPA and local governments as we implement ongoing improvements.

Climate change

Climate change presents urgent and complex challenges for businesses, governments and society. Developing capability and a better understanding of risks and opportunities associated with climate change has been a key focus for Cleanaway.

Cleanaway accepts the established science of climate change and recognises the significant risks posed by unchecked global warming. Cleanaway has a role to play in mitigating greenhouse gas emissions within its control, and in preparing for the physical impacts of climate change. We believe that the transition to a low-carbon economy presents exciting opportunities for our business as well as risks.

Impacts on climate change

Our focus is on both mitigating our impacts on climate change and ensuring resilient services and assets. Cleanaway generates greenhouse gas emissions primarily from its landfill sites and operation of its fleet of collection vehicles (see [page 48](#)). However, we can also contribute to climate solutions through reducing waste to landfill, generating low carbon energy, and displacing demand for primary raw materials with our recycled commodities.

In FY19 we committed to align with the Taskforce on Climate-related Financial Disclosures (TCFD) reporting framework. The TCFD recommends companies assess and disclose the financial impacts of climate-related risks and opportunities. It sets out 11 Recommendations across four core areas: governance, strategy, risk management, and metrics and targets. This is our first response to the TCFD recommendations.



Governance

The Cleanaway Board has oversight of Cleanaway's strategies, systems, policies and practices in respect to the environment and sustainability, including climate change. Over the past year, the Board undertook a detailed review of Cleanaway's preparedness for the risks and opportunities presented by climate change.

Cleanaway's Sustainability Committee oversees the implementation of environment and sustainability strategies, systems, policies and practices across the organisation. The Sustainability Committee has primary responsibility for the assessment of climate-related risks and opportunities. The Sustainability Committee reports these matters directly to the Board.

Cleanaway's Audit and Risk Committee is responsible for Cleanaway's risk management framework, in particular ensuring that climate-related risks are assessed and managed in accordance with Cleanaway's enterprise-wide risk management (ERM) framework.

Cleanaway's CEO sits on our Board and is responsible for implementing company strategy. The CEO's role includes setting climate change policy and managing climate change issues within Cleanaway. Our leadership group and operations are responsible for the day-to-day management of climate-related risks and opportunities within their respective operating segments. The leadership group is responsible for implementing company strategy and reporting to the CEO on progress.

Our broader approach to governance is presented on [page 17](#) and in our [Corporate Governance Statement](#).

- 1 Intergovernmental Panel on Climate Change.
- 2 An RCP or Representative Concentration Pathway is a greenhouse gas concentration trajectory adopted by the IPCC.
- 3 Commonwealth Scientific and Industrial Research Organisation.

Risk management

We have been working to embed climate-related risks in our risk management framework by applying the recommendations of the TCFD on climate scenario analysis to identify, assess and manage climate-related risks and opportunities. In FY20, we undertook a climate risk and opportunity assessment using two scenarios from the IPCC's¹ Fifth Assessment Report, with a time horizon of 2030.

A low-emissions scenario of 1.5°C (RCP² 2.6) was selected to stress test transition impacts arising from policy, regulatory and economic changes in the business environment from the transition to a lower carbon economy.

A high-emissions scenario of 4.3°C (RCP 8.5) was selected to stress test physical impacts, such as those from increased temperatures, flooding, variation in rainfall, and extreme weather events.

The inputs used to inform our analysis included consultations with key business leaders, desktop research, and CSIRO's³ projected changes in rainfall, temperature, drought and other physical climate variables, for each of the two climate scenarios. We prioritised the significance of each climate risk and opportunity using the 'likelihood and consequence' criteria in our ERM framework. This helped to focus our strategy on high-impact areas. We are currently in the process of formally integrating the management of climate-related risks and opportunities into our ERM framework so that they receive ongoing management, treatment and review.



Strategy

The key physical and transitional risks and opportunities we have identified for the next 10 years are presented in the table below. We outline the potential impacts to our business, as well as our preliminary management response and strategy for each risk and opportunity.

DESCRIPTION	TCFD RISK TYPE	POTENTIAL IMPACT TO BUSINESS	MANAGEMENT RESPONSE & STRATEGY
Decarbonisation of the economy leads to contraction in carbon-intensive industries (e.g. automotive, coal mining, shipping)	Transitional – Market	RISK of reduced demand for Cleanaway's services from carbon-intensive industries, resulting in decreased revenue.	We will continue to diversify into and develop other markets that will grow and balance the customer portfolio to create a hedge to replace revenue that may be lost from carbon-intensive customers.
Introduction of carbon price	Transitional – Policy, legal & regulation	RISK of increased direct operational expenditure (landfill levies, taxes on emissions) and indirectly through cost pass-through on energy pricing. Increased capital expenditure for landfill gas capture and energy efficiency projects to reduce the carbon liabilities.	We will leverage our prior experience of an Australian carbon price and conduct further assessment on the extent to which carbon pricing could be absorbed by Cleanaway or passed onto customers. The ability to pass through carbon costs is generally incorporated into our customer contracts.
Increase of frequency and severity of extreme weather events	Physical – Acute	RISK of disruption to Cleanaway's business-as-usual operations in localised, regional areas (loss of capacity to process waste, loss of access to transport routes, loss of waste streams with customers suffering business losses), as well as asset and infrastructure damage, resulting in decreased revenue and increased capital expenditure for repairs.	Cleanaway already has in place business continuity plans at our prized assets that respond to a range of events, including disruption from extreme weather. We will conduct a deep-dive analysis to improve our understanding of the exposure of key assets by type and location to extreme weather events and develop an adaptation and/or mitigation plan.
Increased regulation favouring the domestic recycling industry to reduce embodied carbon emissions (e.g. container deposit schemes, government investments into recycling infrastructure)	Transitional – Policy, legal & regulation	OPPORTUNITY for increased supply of raw materials for Cleanaway to process, as well as increased demand for Cleanaway's end-to-end solutions. Further increased revenue with increased initial capital expenditure on recycling assets.	We are already pursuing this opportunity and will undertake further analysis of investments in recycling facilities to take advantage of market growth in this area. For example, with our joint venture with Pact and Asahi Beverages, and our work with container deposit schemes across multiple states (see page 57).
Increased incentives to invest in energy-from-waste plants	Transitional – Policy, legal & regulation	OPPORTUNITY for Cleanaway to convert waste and landfill gas to energy and displace traditional fossil fuel sources, resulting in increased revenue from a new revenue stream. If Cleanaway does not capitalise on this opportunity it presents risks through lost market share and decreased revenue.	We are actively participating in the development of energy-from-waste as well as working with governments to facilitate the expansion of energy-from-waste capability in Australia.

Metrics and targets

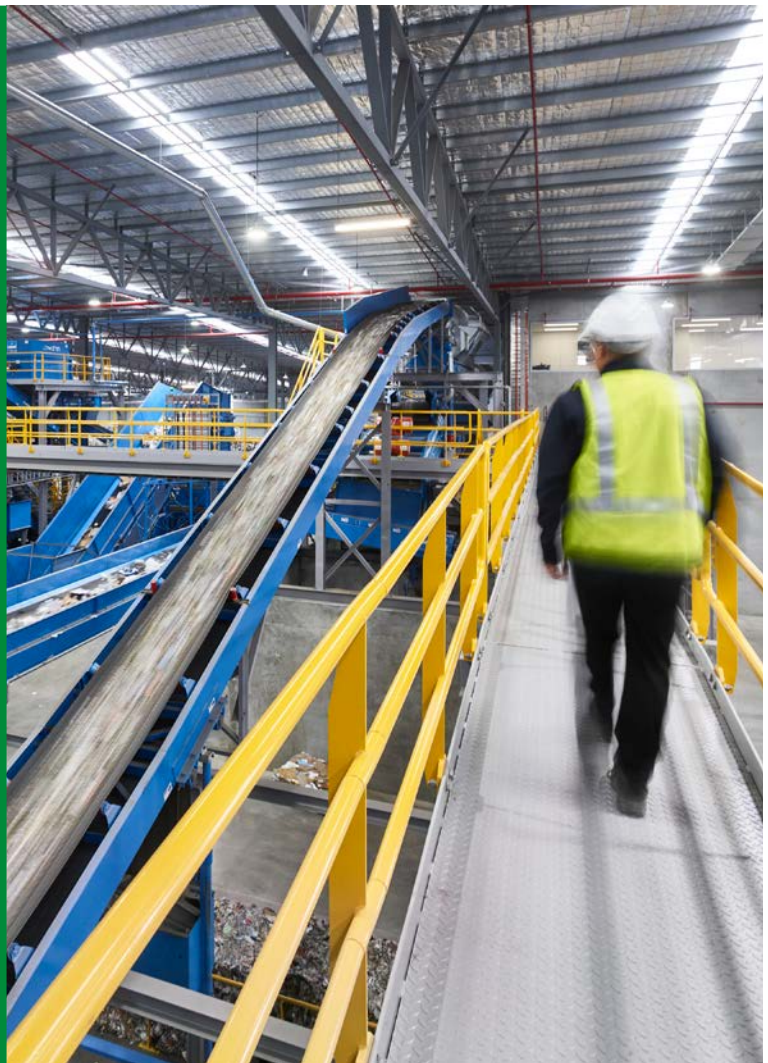
We currently have metrics associated with greenhouse gas emissions performance (see page 49). We are in the process of reviewing and developing metrics and targets for our key climate-related risks and opportunities.

	FY21	FY22–FY23
Governance	<ul style="list-style-type: none"> Build climate change management into operating cadence Establish a cross-functional sustainability committee 	<ul style="list-style-type: none"> Embed governance structures and cadence for review of climate change related matters
Strategy	<ul style="list-style-type: none"> Deep-dive analysis on two key transitional risks Ongoing consideration of climate change in strategic business decision making 	<ul style="list-style-type: none"> Deep-dive analysis on key transitional opportunities Deep-dive analysis on key physical risk Ongoing consideration of climate change in strategic business decision making
Risk management	<ul style="list-style-type: none"> Integrate climate risk management into existing risk management framework 	<ul style="list-style-type: none"> Treat and manage key transitional and physical risks Treat and manage key transitional opportunities
Metrics and targets	<ul style="list-style-type: none"> Reassess current metrics 	<ul style="list-style-type: none"> Establish new targets for key transitional and physical risks Establish new targets for key transitional opportunities Implement processes to calculate and report Scope 3 emissions

LOOKING AHEAD

Understanding climate risks

Following on from the climate risk assessment, we have developed a three-year plan to improve our management and disclosure of climate-related risks and opportunities. A major part of this will be to incorporate climate change into our ongoing strategic decision making. In FY21 we will strengthen our governance capability and perform a deep-dive analysis into our key transitional risks to better understand how to mitigate or manage the impacts.



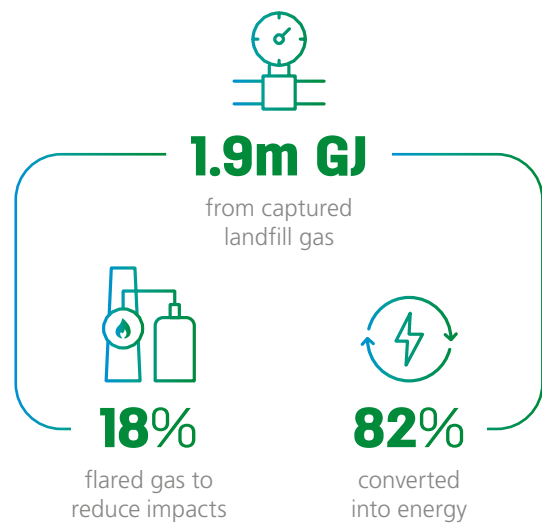
Greenhouse gas emissions and low carbon energy

Greenhouse gas emissions from human activities are the largest contributor to climate change.

Like other businesses, Cleanaway has a responsibility to help Australia reduce emissions in line with its commitments under the Paris Agreement. Actively managing our emissions also helps us to be prepared for regulatory changes such as carbon pricing and emissions caps.

The waste management industry has a central role to play in the transition to a low-carbon economy. Cleanaway intends to take this opportunity to expand into new markets, mitigate environmental impacts and create value for our customers and communities by reducing society's dependence on fossil fuel energy sources.

Our landfills



Greenhouse gas emissions

Greenhouse gas emissions from landfill operations are our largest source of Scope 1 emissions. We are working to manage and reduce these emissions by expanding our landfill gas recovery and energy-from-waste operations.

Our landfills are designed to allow for efficient capture of landfill gas to be converted into energy and fed into the national electricity grid.¹ In FY20, Cleanaway generated ~106 million cubic metres of landfill gas, 9% of which was flared to reduce environmental impacts and 38% was converted into energy.

Cleanaway has formed a joint venture with Macquarie Capital's Green Investment Group to develop an energy-from-waste facility in Western Sydney, which is currently in the

planning stages. The facility will utilise the latest technology to divert waste from landfill and convert it to energy, potentially avoiding approximately 390,000 tonnes of CO₂-e.

Our second largest source of Scope 1 emissions is our fleet of over 2,700 heavy vehicles. We manage our fleet's level of fuel combustion through employing efficient engine technology and route efficiency planning.

We have also been trialling electric vehicles, starting with kerbside waste collection vehicles in Victoria and Western Australia. The electric vehicles can travel up to 120 km and do a full run before they need to be recharged. They also feature a drive system that generates electricity when

braking, which reduces repair and maintenance costs as well as fleet greenhouse gas emissions.

In order to address our Scope 2 emissions, we are increasing the use of renewable energy by expanding our onsite solar capabilities. We are transitioning nearly 30 of our sites to solar power in 2020, which is expected to result in energy savings of up to \$2 million each year. Our Wingfield Liquids site was the first to transition in January 2020 as part of a significant investment in becoming less carbon intensive.

Metrics

Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations, and emissions-reporting regulations:

- Scope 1 emissions = 749,321 tCO₂-e
- Scope 2 emissions = 43,097 tCO₂-e
- 0% of Scope 1 GHGs are covered under emissions-limiting programs, as no facility has breached the 100kt threshold for covered emissions
- 100% of Scope 1 emissions are subject to emissions reporting programs (NGER scheme)

Water consumption

Given climate change impacts and increasing concerns around water scarcity in Australia, we recognise this is a material topic for external stakeholders.

We want to ensure we are not contributing to or affected by these negative trends.

Cleanaway is not a large consumer of potable water. We use water primarily for dust suppression at our landfill sites, for which we use stormwater collected on site. Water is also used to clean our fleet vehicles and for our high-pressure cleaning services. Given Cleanaway's potable water use is not significant in the context of its overall operations, we don't actively manage or measure our day-to-day use.

We contribute positively to protecting Australia's water sources through our wastewater management services, which help prevent negative impacts on the environment and human health, maximise the value of wastewater and reduce water use overall.

LOOKING AHEAD

Best in class targets

Our focus on maximising resource recovery, supported by education and investment in prized assets, will naturally see an increasing proportion of waste diverted from landfill.

However, landfill gases will remain our most significant source of direct emissions for the foreseeable future, and we are committed to ongoing investment in infrastructure to maximise the amount of landfill gas we capture and convert to energy, or otherwise destroy through controlled flaring.

Three of Cleanaway's landfills currently achieve a best-in-class landfill gas capture efficiency of 75% or more. This means that more than three quarters of the landfill gas generated at these sites is captured and used for energy generation or flared to reduce greenhouse impact. For the Cleanaway landfills that operate at less than 75% landfill gas capture efficiency, we are committed to finding ways to increase landfill gas capture efficiency. Over the next year we will be investigating a target for landfill gas capture efficiency to underpin this commitment.

Beyond this, Cleanaway will continue to look for meaningful ways to reduce greenhouse gas emissions, whether it be transitioning our sites to solar power, or increasing the energy efficiency of our vehicles and large fuel users such as boilers and heaters.



Markets

We work with our customers to improve our service to them and to help them achieve their sustainability goals.

WHAT WE DRAW ON

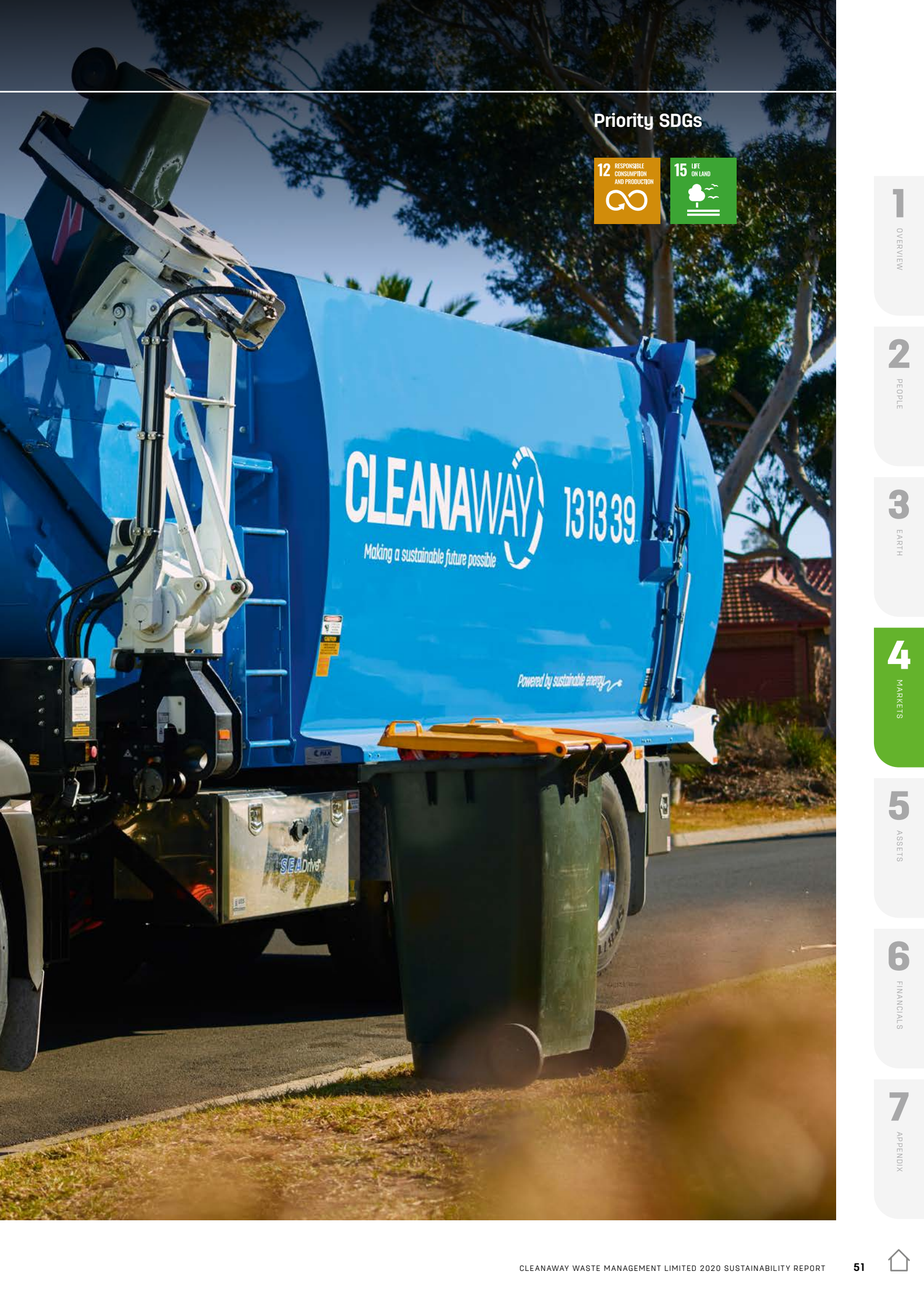
- Millions of direct and indirect customers across all sectors of the economy
- Collaboration with joint venture, and research and development partners

OUR MATERIAL TOPICS

- Customer experience
- Community consultation and engagement
- Partnerships for sustainable waste solutions
- Regulatory responsiveness and advocacy
- Ethical and sustainable value chain

THE VALUE WE CREATE

- We help our customers and partners achieve their sustainability goals
- We contribute to policy evolution
- As a sector leader, we are advancing the circular economy in Australia



Priority SDGs



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Customer experience

Without our customers we have no business, so customer satisfaction and retention are integral to the sustainability and success of Cleanaway. We are committed to offering our customers flexibility, reliability and value.

We endeavour to align with our customers to help deliver their sustainability goals and view them as partners in achieving our mission.

We recognise that our relationships with customers, and our reputation as a company, depend on trust and fair dealing.

Cleanaway’s customers range from small businesses, to a wide range of commercial and industrial sectors, to municipal customers. Our customers purchase our waste management services and provide the raw material for our resource recovery processes. We also have ‘downstream’ customers who purchase our recovered resources and associated commodities.

We recognise that there is a need to improve our approach to customer experience. In FY20, we implemented a series of initiatives focused

on the customer experience journey; from initial contact, to customer onboarding, to the long-term trade experience. We have also sought to embed across the business an understanding that if you aren’t serving a customer, you are serving someone else in our business who is.

Our customers have the option to work closely with Cleanaway resource recovery specialists to help them understand their waste profile and identify opportunities to reduce and/or better manage their waste and achieve landfill diversion targets. We provide waste audit services to capture baseline data, identify improvement opportunities, and track progress. We also provide employee training for customers, including in-store workshops, site signage and online education around waste reduction and management.



Initial contact

We have revamped our customer contact line, 13 13 39, with a focus on accessibility. We refreshed the menu with customer-focused language and clear options to minimise time being redirected. Through ‘grade of service’ KPIs, we measure how quickly we answer calls.



Customer onboarding

Our customer onboarding program will ensure that customers receive a high level and consistent service from day one, including faster activation times, data input accuracy and ensuring that new customers are supported to use our services correctly.



Trade experience

We offer reliable, flexible and sustainable service offerings tailored to customer needs. Our ambition is to meet our customers’ expectations with ‘service in full on time’. Some of our divisions have more to do to achieve this, but we are working to standardise this across the business.



Fairer contracts

We were one of the first waste management companies to update our terms and conditions to give customers increased transparency and flexibility. This is supported by training for all relevant teams.



Cleanaway conducts waste audits with our customers to understand bin contents and identify diversion opportunities.

Customers by segment

Commercial and industrial services



Organics/ composting	19,590
Recycling	31,380
Other	84,304

Municipal waste services



Organics/ composting	48
Recycling	64
Other	67

Total services



Organics/ composting	19,638
Recycling	31,444
Other	84,371

LOOKING AHEAD

Digitisation and automation

We recognise that there is more we can do to improve our performance with customers. We are in the process of undertaking a significant customer transformation program that seeks to digitise and automate processes, where possible, to create efficiencies and reduce customer pain points.

We plan to implement customer satisfaction surveys that will help identify focus areas and inform the development of targets to drive better performance, customer experience, and increased customer retention.

We are also working to improve our systems and processes for capturing customer complaints so that we can better resolve issues.

Community education and engagement

Cleanaway takes pride in supporting communities to use our services better. We are committed to building strong community relationships through education and engagement. Community education plays an important role in increasing resource recovery.

Much of the commingled recycling we collect is contaminated with food and organic material, textiles, soft-plastic and e-waste. Contamination reduces the quality of recycling for reuse and increases the cost to separate and process. When people use recycling services correctly, we increase the quantity and value of material that can be recovered.

We work with councils to ensure the right information is available to households to use recycling services correctly. This may include dedicated waste education officers through Cleanaway, bin audits to provide direct feedback to households, attendance at local community events and educational materials for council websites and social media pages.

To complement our work with councils, Cleanaway produces regular education campaigns that include downloadable resources and videos, as well as tips from our sustainability experts, and are available through our website, social media and directly from Cleanaway account managers. We work to increase awareness of the waste hierarchy, simplify recycling advice, build trust in the recycling system and explain the problem with contamination. We also provide education programs to our commercial customers and run onsite workshops with their employees.

Cleanaway is actively involved in supporting the 220 Australian communities we serve.¹ Cleanaway supports various local community organisations and has been the leading national partner of Clean Up Australia, an environmental charity, since 2016. We provide financial support to these programs, but also provide opportunities to expand their reach and create value for the broader community. Community engagement is often driven by our own people who identify opportunities to support local causes that they're connected to, or proudly participate in community and sustainability events. See [page 72](#) for more information about our community investment, and [page 68](#) for how we engage with local communities impacted by our operations.

In FY20, bushfires had a devastating impact across Australia. We supported affected customers during this time by waiving late payment fees and unsuccessful service fees. We also matched employee donations towards bushfire-related charities with a donation to two charities nominated by Cleanaway: World Wildlife Fund and Firesticks.² We also extended our paid volunteer leave to 10 working days for our employees involved in firefighting or bushfire relief.

¹ <https://www.cleanaway.com.au/sustainable-future-hub/people/community-education/>

² <https://www.cleanaway.com.au/bushfire-support/>



LOOKING AHEAD

Sharing our knowledge

We are developing a more proactive approach to community development, rolling out our education programs across the community, including schools. In FY21 our focus will be on making education more accessible through online resources, webinars, e-learning and we plan to implement a nationally standardised education program targeting the next generation of recyclers.



Partnerships for sustainable waste solutions

The circular economy can only be achieved through collaboration across the value chain. As the waste sector market dynamics evolve, new opportunities are emerging. Cleanaway responds with new solutions by extending our value chain in partnership with organisations that share our vision for a sustainable future.

These relationships lead to innovative resource recovery solutions, extend and strengthen the markets for recovered resources and support Cleanaway in our journey towards vertical integration and long-term value creation.

When value chain extension opportunities arise, Cleanaway critically assesses the competencies and capabilities required to leverage those opportunities. Where they involve processes, technologies, regulations or markets that are outside Cleanaway's current core competencies, investment can be de-risked by partnering with organisations that bring complementary capabilities and aligned commercial interests. Successful re-processing projects require reliable feedstock, a proven technology solution, and access to customers or markets for the resulting commodities; joint venture partnerships can secure all three elements.

We have highlighted two of Cleanaway's current joint ventures here and you can read about our joint venture with Macquarie Capital on [page 65](#).

Container deposit schemes

Cleanaway works with our partners to advance container deposit schemes across Australia, enabling higher recycling rates and increasing the value extracted from recovered waste materials.

Cleanaway's joint venture with TOMRA Systems ASA, TOMRA Cleanaway, leverages Cleanaway's significant collections logistics assets and expertise, and TOMRA's leading data services enabled through their reverse vending machines to deliver the New South Wales container deposit scheme, Return and Earn. The reverse vending machine scanning technology identifies eligible glass, plastic and aluminium containers to give users an electronic refund, while also signalling machine capacity to trigger collections. The joint venture partnership and NSW Return and Earn contract enabled the investment in Cleanaway's Eastern Creek Container Sorting Facility to receive the collected containers, sort, bale and sell them into domestic and export commodity markets. Over four billion containers have been collected since the scheme commenced with eligible container recycling rates increasing to ~70% compared to ~30% before the scheme was in place.

Drawing on our experience with this scheme, Cleanaway has been an advocate for, and active participant in, the planning stages of container deposit schemes for other Australian states¹. Cleanaway provides logistics and material processing services for Containers for Change, the container deposit scheme in Queensland and commencing in Western Australia in October 2020.

¹ www.cleanaway.com.au/sustainable-future/cds-works-for-recycling/

Extending the value chain for plastic

In FY20 Cleanaway announced we were establishing a joint venture with Pact Group and Asahi Beverages to build a plastic pelletising facility in Albury, NSW. Trading as Circular Plastics Australia, the facility will produce plastic resin from recycled bottles to be manufactured into new plastic containers.

Cleanaway will source and provide the feedstock plastics, the joint venture facility will process the PET plastic into food-grade recycled pellets, Pact will manufacture the new bottles and Asahi will use the new recycled PET bottles for their products.

A significant proportion of the plastic feedstock will come from the NSW container deposit scheme via Cleanaway's Eastern Creek Container Sorting Facility. This is the circular economy in action, with full visibility of the journey recovered materials take to be turned into new products. It is anticipated that the facility will be operational by December 2021.

We've teamed up to build a better system

Australians recycle
Just like they do now



Cleanaway collects



Circular Plastics Australia processes
Turning PET into pellets that can be used again



Asahi Beverages and PACT together recreate
Making new bottles from recycled materials



It's big

One huge new recycling facility
Helping us to process up to 28,000t of plastic bottles into new packaging – making our beverages even better.



Regulatory responsiveness and advocacy

The waste management industry, both nationally and internationally, is undergoing significant transformation. Cleanaway must be both responsive to and proactive in the shifting regulatory landscape. This will ensure we are prepared for the impacts and can adapt and contribute to market changes.

Cleanaway's operations are subject to a variety of laws and regulations, at the federal, state and local levels. Changes in the regulatory environment can present risks or opportunities for Cleanaway's operations, performance, and ability to meet stakeholder expectations. For example, we have previously been impacted by waste levies, carbon taxes, and changing environmental compliance requirements.

One of the most significant changes in recent years was China's National Sword policy, which placed a ban on imports of 24 types of waste material. This has had a significant impact on the recycling sector in Australia, due to China historically being a large importer of recovered plastic, paper, metal and other recyclable waste.

As well as advocating for policies that align with our commercial interests, we seek to actively influence policy towards advancing the circular economy in Australia. Cleanaway has a significant role to play in transforming the regulatory landscape for the waste industry.

Cleanaway actively engages with policymakers and regulators, both directly and through industry groups. We strive to be a relevant and trusted advisor in waste management, providing advice on significant policy questions.

We have taken a public position and engaged with government on numerous key waste issues. In response to the Council of Australian Governments (COAG) ban on exporting waste, we had extensive interactions with government to share information about the impact on our industry. Cleanaway also publicly supported and was engaged in the development of the container deposit scheme in NSW. The expansion of the scheme has created significant opportunities for the TOMRA Cleanaway partnership, with facilities and operations across the state. This experience has enabled us to play an active role in supporting the development of schemes planned for Tasmania and Victoria (commencing 2022/23).

Participation in industry groups enables Cleanaway to engage with government agencies such as the EPA, and advocate for strong policy on sustainable waste management in Australia. Our memberships keep us well informed on industry and regulatory changes and enable us to create value for our customers and the broader community. Cleanaway is a member of two national bodies: National Waste and Recycling Industry Council (NWRIC) and Waste Management and Resource Recovery Association of Australia (WMRR).



Our CEO and Managing Director, Vik Bansal, sits on the Board of NWRIC, of which Cleanaway is a founding member. NWRIC enables the industry to bring a consolidated voice to discussions about the future of waste management. It promotes a high standard of policy transparency and harmonisation of legislation across Australia.

WMRR advocates for issues that affect the whole industry, with a focus on recycling. Through WMRR we participate in forums and events to progress the national resource recovery conversation.

As well as advocating on policy and regulation, Cleanaway also aims to be responsive to changes. Cleanaway saw the restrictions imposed as part of National Sword as an opportunity to improve and develop new methods of on-shore recycling, such as our joint venture with Asahi and PACT (see [page 57](#)).

LOOKING AHEAD

We're listening

To better understand how our stakeholder engagement impacts the circular economy agenda, we plan to undertake perception surveys with key stakeholders, including key government stakeholders, to assess whether we are effectively building relationships and achieving our goal to be a trusted advisor in waste management.

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Ethical and sustainable value chain

Cleanaway's reputation depends not only on our actions, but also the actions of the companies that we buy from and sell to. In particular, the *Modern Slavery Act 2018* has increased the attention of business and the investment community on addressing this challenging issue.

Our new Supplier Code of Conduct, developed in December 2019, outlines our values and our minimum requirements in relation to safety, diversity and inclusion, human rights, community, the environment, and governance. Our material procurement decisions are also influenced by questions regarding corporate social responsibility and modern slavery, and we include compliance requirements in our major contracts.

This year we went through an exercise of mapping our modern slavery risks, resulting in further due diligence on suppliers of personal protective equipment (PPE) and labour hire services identified as high-risk areas.

Our Modern Slavery Statement, to be released in FY21, will outline our approach to identify, manage and mitigate risks in our existing and future supply chains. We have identified that risks also exist in our downstream value chain, when our recovered commodities are sent offshore to be processed into new products. As a result, we conducted due diligence over our eight largest buyers, including their third-party buyers, which collectively account for approximately 80% of our commodity sales. We also require buyers to confirm that our recycled commodities will not be associated with any practices involving modern slavery.





LOOKING AHEAD

Modern Slavery

Our plans to further improve our identification and management of modern slavery risks in our value chain include:

- Monitoring the enforcement of our internal tender and buyer processes, including consideration of sustainability and modern slavery in decisions
- Engaging with our suppliers to be clear on the requirements of our Supplier Code of Conduct, particularly in relation to modern slavery
- Taking a risk-based approach to our value chain to understand where our most significant risks are

Cleanaway is also committed to diversity in its supply chain. Our 'Innovate' RAP 2018–2020 commits to adjusting our internal policies and procedures to better support procurement from Aboriginal and Torres Strait Islander businesses, and we plan to set an associated spending target. Since July 2020, we have also be partnering with Social Traders, an organisation that increases commercial business engagement with and procurement from social enterprises.





Assets

We minimise our environmental impact through the responsible management of our assets as well as exploring and investing in new technologies.

WHAT WE DRAW ON

- An integrated network of prized licenced infrastructure assets
- Large fleet of specialised mobile assets

OUR MATERIAL TOPICS

- Strategic assets
- Technology advancement
- Community impact management

THE VALUE WE CREATE

- Our Footprint 2025 strategy, to invest in an integrated value chain with prized infrastructure assets, creates a strategic moat for our business and ensures we keep pace with growing sustainability demand and expectations
- We contribute to a cleaner and safer environment, while seeking to minimise the impacts of our operations on local communities.
- We enable better regulatory outcomes through education

Priority SDGs



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Strategic assets

The success of Cleanaway's business depends on our ability to provide the right solution in the right location to increase effective resource recovery and support the growing waste needs of our customers and local communities.

Cleanaway's network of licenced, strategically located assets is unmatched in Australia (see page 6). Many of Cleanaway's licenced sites give us a key source of competitive advantage. Our Footprint 2025 strategy guides how Cleanaway will optimise and expand that network into the future.

Developed in 2015 and launched in 2017, Footprint 2025 is Cleanaway's long-term roadmap to build a 'strategic moat' of prized infrastructure assets. This will enable us to support communities in managing their waste, and continue to improve Australia's resource recovery capacity. We see the right package of assets as a prerequisite for maximising value from recovered materials and creating a circular economy. Cleanaway offers integrated waste management services from collection and sorting, to processing and disposal across multiple waste streams. This not only enables Cleanaway to maximise the value we extract from the materials we collect, but also gives confidence to our customers that we are meeting our safety, compliance and sustainability obligations.

Guided by Footprint 2025, Cleanaway continues to invest in strategic assets that deliver additional capabilities and scale. Wherever possible, our aim is to own and operate facilities that enable us to internalise processes. When deciding on new investments, we consider:

- the market dynamics of different waste streams
- the process requirements of those waste streams across the value chain, focusing on innovative treatment and processing capabilities that enable us to deal with that waste optimally and move up the waste hierarchy so as to extract the maximum value
- the geographies where markets exist for those waste streams

Engaging with customers and broader stakeholders assists in identifying emerging needs and expansion.

In FY20, the acquisition of former SKM Recycling Group assets added five resource recovery network sites to Cleanaway's portfolio. The site in Laverton North, Victoria, hosts an advanced plastic sorting facility that separates plastics into clean individual polymer grades for sale or input into a pelletising facility.

Identifying emerging needs



Greenfield sites



Technology upgrades to existing facilities



Acquisitions



LOOKING AHEAD

Energy-from-waste

In October 2019, Cleanaway announced our proposal to develop an energy-from-waste facility in Western Sydney to help manage the general waste generated through that growth corridor that cannot otherwise be recovered. This is a first step towards becoming a key player in energy-from-waste, as an alternative to landfill and an opportunity to recover more resource from residual waste. This move not only advances waste management and the circular economy in Australia, but will also enhance and protect Cleanaway's future revenues as available airspace is consumed at its landfills.

We will continue to invest in integrated waste management facilities in line with our Footprint 2025 strategy, to meet Australia's evolving needs.



Technology advancement

The waste landscape continues to evolve, including regulatory changes and increased customer and societal expectations for onshore processing capacity and sustainable waste management.

By staying at the forefront of technology adoption, Cleanaway can ensure our infrastructure, assets and services respond to and even drive these changes. This helps deliver customer solutions, realise the full potential of resources and support Australia's transition to a circular economy.

Cleanaway keeps at the forefront of waste technology by:

- employing people with deep technical expertise and a passion for our mission
- identifying and adopting leading waste management technologies from around the world
- partnering with organisations with complementary capabilities

We monitor the latest developments through research and relationships that have been built over time. An example is Cleanaway's joint venture with ResourceCo at Wetherill Park, NSW, which extracts combustible materials from dry non-recyclable waste to produce an eco-friendly fuel resource. Other examples of Cleanaway's partnerships include as network operator of the NSW container deposit scheme with TOMRA, the Circular Plastics Australia facility Pact and Asahi (see [page 57](#)) and our proposal for the Western Sydney energy-from-waste facility with Macquarie Capital Green Investment Group (see [page 65](#)).

Looking ahead, Cleanaway plans ongoing investment in capabilities to reprocess plastics other than PET, and to advance glass reprocessing. This work will enable increased use of recycled commodities by packaging companies.



PFAS treatment¹

Per- and poly-fluoroalkyl substances, also known as PFAS, are a group of man-made chemicals that are resistant to heat, water and oil. They are used in various industrial and speciality applications. The release of PFAS into the environment is an emerging concern as they are highly persistent, can move long distances, and have been shown to be toxic to fish and some animals. Cleanaway offers a range of specialised treatment methods for decontaminating and destroying PFAS in water, soil and foam, including plasma arc destruction (PLASCON®) and thermal desorption.

¹ www.cleanaway.com.au/sustainable-future/what-is-pfas/



Community impact management

Waste management services are essential to the safe and healthy functioning of Australian communities and businesses but can have an unintended impact on the communities where we operate.

Noise and traffic congestion from our fleet, odour and dust from landfills, and the physical presence of our facilities all contribute to the local amenity. It is critical for us to gain and maintain our social licence to operate, and we do this by building strong relationships with government and community stakeholders to ensure we're listening to their feedback, addressing concerns, and engaging transparently about our activities and future plans.

Cleanaway takes seriously our obligation to reduce the risks created by our facilities and heavy vehicle fleet. With a large fleet on the road, often operating in densely populated or residential areas, there is an ever-present risk of accidents. Whether they be traffic accidents, incidents while conducting collections, or unforeseeable situations, sadly fatalities and injury to community members have occurred.



Community impact

We are constantly looking for ways to reduce our impact on the community. While complying with licence obligations and relevant environmental regulations is mandatory, we know we need to go further than this to meet community expectations.

- 1** Understand potential impacts
To understand potential impacts from our operations and design them out where possible. Examples include installing litter fences at our sites to prevent windblown litter and conducting route planning to minimise disturbance from our fleet on suburban streets.
- 2** Fix and learn
When incidents do occur, we fix them and make sure we learn from them to improve our systems (see case studies on [page 68](#) and [page 69](#)).
- 3** Engage and gain feedback
We recognise the importance of engaging with our communities and taking on board their feedback. Our website, social media, customer service network and Community Hotline all provide channels for community feedback.



Community reference groups

We run Community Reference Groups (CRG) with communities around our significant operations to better understand the impact we have. During FY20 we ran six separate CRGs across the country, in Perth, Dardanup, Ipswich, Western Sydney, Tullamarine and Ravenhall. The CRGs help us to better understand and address community concerns around our facilities.

Cleanaway is in the process of planning our first energy-from-waste plant in Western Sydney (see [page 65](#)). We understand there are community concerns around the environmental impact of such a site. We have conducted extensive stakeholder engagement to hear community concerns and inform the community on the energy-from-waste process. We have established a community investment package and framework to ensure that concerns are addressed, and amenity impacts reduced. Specifically, we aim to integrate with the existing and emerging local character of the area through building design and selection of material to mitigate visual impact, while also designing for visitor experience to educate and inspire local innovation. We will also look to invigorate the wider ecosystem through responsible water management on-site, reuse of rainwater, and by planting native trees and shrubs to reinvigorate native biodiversity.

See [page 54](#) for a discussion of our community education and engagement.

Motor vehicle incidents

During the reporting period, motor vehicle accidents involving our drivers occurred in Geelong and Darwin, in which members of the public tragically lost their lives. We reiterate our deep sadness regarding these events. The incidents reinforced a commitment to improve the technology in our vehicles to help prevent any similar future occurrences.

Metrics

Facilities located in densely populated areas

191

Incidents of non-compliance associated with air emission

55

Mobileye

Driver distraction is a critical risk for road accidents involving our vehicles. In response to this, we have trialled the Mobileye system, a driver interface with advanced driver-assistance systems, which provides early warnings to drivers to prevent or mitigate front and side collisions. The system employs camera sensors to establish safety distances, avoid lane departure, monitor speeds, and alert drivers to risks. Following a successful trial in Victoria during FY20, we now plan to roll out Mobileye across Australia in FY21.

Perth MRF fire

In November 2019 our Material Recovery Facility (MRF) at South Guildford was significantly damaged by fire. During and following the fire the Department of Water and Environmental Regulation (DWER) monitored air quality in the area. While no toxicity levels were detected at ground level, we recognise the dense smoke caused discomfort to residents in the community.

With proximity to the Swan River, we also put in place extraordinary measures to manage risk to this environment. Working with local government and DWER, measures were immediately implemented to manage firefighting water. In all, over eight million litres of water were collected and treated, along with the local drainage network being cleaned, and stormwater quality monitored prior to resuming normal release. Unfortunately, an amount of water estimated to be less than 200,000 litres did enter the Swan River, with DWER concluding no significant impact.

In the following weeks as the building was demolished, dust suppression systems and weather monitoring programs were undertaken to minimise dust and debris impacts on the local community and environment.

The loss of the MRF has significantly impacted the resource recovery capacity in Western Australia and we have worked with the state government, local councils and other recycling providers to minimise recyclable material going to landfill, including installing temporary resource recovery facilities at existing sites, and entering agreements with third parties to take materials for recycling.

We are reinvesting and rebuilding the facility so we can continue to provide industry-leading resource recovery services and meet the recycling needs of the community.¹ As part of the rebuild, we are running regular forums with the nearby community to ensure we deliver a facility that serves their needs and to address, where possible, amenity issues that were identified with the previous MRF.

LOOKING AHEAD

Continuous improvement

We have learned a lot from the assets we have developed, acquired and restored, and we will continue to apply these learnings going forward. Serious incidents have served to fast-track some of that learning and driven improvements to facility design, fleet technology and community engagement.

We recognise that we can do better to engage, listen to and understand community concerns. Environmental modelling is used to understand potential impact on local communities and the physical environment. These results inform architectural design and operational requirements, but also improve transparency and give impacted stakeholders a better understanding of our operations.

¹ www.cleanaway.com.au/perth-materials-recovery-facility-redevelopment/





Financials

We create value for all our stakeholders through a focus on sustainable financial performances.

WHAT WE DRAW ON

- Debt capital
- Equity capital
- Reinvested profits

OUR MATERIAL TOPICS

- Economic contribution

THE VALUE WE CREATE

- We deliver strong and predictable financial performances
- We contribute to the Australian economy through dividends and interest to our capital providers, salaries to employees and taxes to governments





Relevant SDGs

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Economic contribution

Cleanaway's services are essential to the smooth functioning of society, ensuring the timely collection and responsible disposal of waste. Our business also contributes directly and indirectly to the Australian economy.

Over the past five years, organic business growth, strategic acquisitions and joint ventures have been core to our business strategy. Managing this growth sustainably is important to securing long-term returns for our shareholders, and allows Cleanaway to contribute to the economy through job creation, procurement and transparent tax and other payments to governments.

Metrics

	FY20 (\$m)	FY19 (\$m)
Net revenue	2,100.1	2,109.1
Net debt	955.6	658.5
Net equity	2,570.0	2,534.3
Economic value generated	2,366.7	2,290.1
Economic value distributed		
Operating costs	742.2	788.2
Employee wages and benefits	666.6	666.9
Payments to providers of capital	113.1	91.7
Payments to government	622.5	516.1
Community investment	1.0	0.8
Total economic value distributed	2,145.4	2,063.7
Economic value retained	221.3	226.4

For more detail on our financial performance see our [Annual Report](#).



Tax transparency

We incur, collect and remit taxes to federal, state and local governments. During FY20, \$334.2 million in taxes were borne by Cleanaway, and \$288.3 million in taxes were collected and remitted by Cleanaway.¹ Our fourth annual tax transparency report (for 2019) can be viewed on our [website](#).

Cleanaway tax payments

\$334.2M

Customer and employee taxes collected

\$288.3M

Sustainable financial growth

Our contribution to the economy is driven by sustainable financial growth, which has been achieved primarily by expanding our capabilities and improving our market position. This approach is guided by our Footprint 2025 strategy and our drive to maximise value of the evolving tonne across the waste value chain. Through this growth Cleanaway creates ongoing and reliable employment.

For example, our proposed energy-from-waste joint venture with Macquarie Capital's Green Investment Group will create jobs, while bringing new skills to NSW.²

Jobs during construction

 **800**

Ongoing local jobs

 **50**

1 https://cleanaway2stor.blob.core.windows.net/cleanaway2-blob-container/2020/03/Tax-Transparency-Report-2019_A4_final.pdf
 2 <https://www.cleanaway.com.au/sustainable-future/energy-from-waste-project-western-sydney/>

Appendix

SASB indicators

SASB table showing progress regarding meeting requirements

The below table outlines the SASB Waste Management Sustainability Accounting Standard requirements, including material topics and metrics for disclosure, along with whether, how and where we have met requirements throughout this report. Where we have not met requirements, this is largely as they are not relevant in an Australian context.

MATERIAL TOPICS AND ACCOUNTING METRICS	UNIT OF MEASURE	CODE	RESPONSE	REFERENCE
Activity metrics				
Number of customers by category: (1) Municipal (2) Commercial (3) Industrial (4) Residential (5) Other	Number	IF-WM-000.C	(1) 168 municipal (2) & (3) 144,918 C&I (4) 0 residential (5) 6,923 other	page 53
Vehicle fleet size	Number	IF-WM-000.D	2,797 Heavy vehicle cab chassis type – GVM >4.5T	
Number of: (1) Landfills (2) Transfer stations (3) Recycling centres (4) Composting centres (5) Incinerators (6) All other facilities	Number	IF-WM-000.B	(1) 14 landfills (2) 83 transfer stations (3) 48 recycling centres (4) 2 composting centres (5) 2 incinerators	
Total amount of materials managed, by customer category: (1) Municipal (2) Commercial (3) Industrial (4) Residential (5) Other	Metric tonnes (t)	IF-WM-000.A	We currently do not have systems and processes in place to accurately report on total waste managed volumes by customer category. We have reported on volumes of recovered waste by various categories within the report	
Greenhouse gas emissions			See 'Greenhouse gas emissions and low carbon energy'	page 48
			See 'Climate change'	page 44
(1) Gross global Scope 1 emissions, percentage covered under (2) Emissions-limiting regulations (3) Emissions-reporting regulations	Metric tons (t) CO ₂ -e Percentage (%)	IF-WM-110a.1	(1) 749,321 tCO ₂ -e (2) 0% (3) 100% Calculated using the NGERs Determination 2008 which is based on the <i>GHG Protocol Corporate Accounting and Reporting Standard</i> . No emissions are covered under emissions limiting regulations as no facility has breached the 100kt threshold for covered emissions. All emissions are covered under NGER scheme	
(1) Total landfill gas generated (2) Percentage flared (3) Percentage used for energy	Million British Thermal Units (MMBtu) Percentage (%)	IF-WM-110a.2	(1) 3,801,068 MMBtu (2) 9% (3) 38%	



SASB indicators (continued)

MATERIAL TOPICS AND ACCOUNTING METRICS	UNIT OF MEASURE	CODE	RESPONSE	REFERENCE
Discussion of long-term and short-term strategy or plan to manage Scope 1 and lifecycle emissions, emissions reduction targets, and an analysis of performance against those targets	N/A	IF-WM-110a.3	Greenhouse gas emissions from landfill operations are our largest source of Scope 1 emissions. We are working to manage and reduce these emissions by expanding our landfill gas recovery and energy-from-waste operations Our second largest source of Scope 1 emissions is our fleet. We manage our fleet's level of fuel combustion through employing efficient engine technology and route efficiency planning We are currently assessing appropriate targets for Scope 1 GHG emissions	page 48
Fleet fuel management			See 'Greenhouse gas emissions and low carbon energy'	page 48
(1) Fleet fuel consumed (2) Percentage natural gas (3) Percentage renewable	Gigajoules (GJ), Percentage (%)	IF-WM-110b.1	(1) 3,008,257 GJ (2) 0.00% (3) 0.00%	N/A
Percentage of alternative fuel vehicles in fleet	Percentage (%)	IF-WM-110b.2	0.21%	N/A
Air quality			See 'Community impact management' 'Environmental impacts and compliance'	page 67 page 41
Air emissions of the following pollutants: (1) NOx (excluding N2O) (2) SOx (3) Volatile organic compounds (VOCs) (4) Hazardous air pollutants (HAPs)	Metric tonnes (t)	IF-WM-120a.1	This is measured for sites where required under licence obligations. However, this is not measured across all sites and doing so would be cost prohibitive. Estimations based on extrapolation are also not appropriate	
Number of facilities in or near areas of dense population	Number	IF-WM-120a.2	191 sites	N/A
Number of incidents of non-compliance associated with air emissions	Number	IF-WM-120a.3	55 incidents Metric includes incidents that exceed legislated thresholds and are reported to the regulator	
Management of leachate & hazardous waste			See 'Environmental impacts and compliance'	page 41
(1) Total Toxic Release Inventory (TRI) releases (2) Percentage released to water	Metric tonnes (t), Percentage (%)	IF-WM-150a.1	This metric is not relevant in an Australian context	N/A
Number of corrective actions implemented for landfill releases	Number	IF-WM-150a.2	1 Metric includes corrective actions in response to regulatory compliance	page 41

MATERIAL TOPICS AND ACCOUNTING METRICS	UNIT OF MEASURE	CODE	RESPONSE	REFERENCE
Number of incidents of non-compliance associated with environmental impacts	Number	IF-WM-150a.3	22 Metric includes incidents that exceed legislated thresholds and are reported to the regulator	page 41
Labour practices			See 'Labour practices'	page 34
Percentage of active workforce covered under collective bargaining agreements	Percentage (%)	IF-WM-310a.1	56%	
(1) Number of work stoppages (2) Total days idle	Number, days idle	IF-WM-310a.2	(1) 0 (2) 0	
Workforce health and safety			See 'Workforce health, safety and wellbeing'	page 24
(1) Total recordable incident rate (TRIR) (2) Fatality rate (3) Near miss frequency rate (NMFR) for (a) Direct employees (b) Contract employees	Rate	IF-WM-320a.1	(1) 4.5 (2) Unable to provide NMFR in FY20, as our measurement of Near Misses goes beyond just health and safety incidents. Cleanaway will work to resolve in future reporting periods	
Safety Measurement System BASIC percentiles for: (1) Unsafe Driving (2) Hours-of-Service Compliance (3) Driver Fitness (4) Controlled Substances/ Alcohol (5) Vehicle Maintenance (6) Hazardous Materials Compliance	Percentile	IF-WM-320a.2	This metric is not relevant in an Australian context	N/A
Number of road accidents and incidents	Number	IF-WM-320a.3	20 Data only incorporates high potential incidents involving road incidents, this is due to issues with data collation throughout the year. Cleanaway will work to resolve this issue in future reporting periods	



SASB indicators (continued)

MATERIAL TOPICS AND ACCOUNTING METRICS	UNIT OF MEASURE	CODE	RESPONSE	REFERENCE
Recycling and resource recovery			See 'Resource recovery and recycling'	page 38
(1) Amount of waste incinerated (2) Percentage hazardous (3) Percentage used for energy recovery	Metric tonnes (t) Percentage (%)	IF-WM-420a.1	(1) 8,025 t (2) 100% (3) 0% This metric only includes medical waste. Oil burned by our Hydrocarbons division for waste to energy is not considered incinerated. This is included in 'Amount of material recycled, composted, and processed as waste-to-energy'	
Percentage of customers receiving (1) Recycling (2) Composting services by customer type	Percentage (%)	IF-WM-420a.2	(1) 22% municipal, 14% commercial and industrial (2) 38% municipal, 10.8% commercial and industrial	page 53
Amount of material (1) Recycled (2) Composted (3) Processed as waste-to-energy	Metric tonnes (t), litres (L)	IF-WM-420a.3	(1) 632,672 t (2) 135,532 t (3) 114,301,470 L Material recycled figure incorporates all materials processed at Cleanaway owned facilities, including materials processed from the NSW Container Deposit Scheme, which is a joint TOMRA-Cleanaway venture	
Amount of electronic waste collected; percentage recovered through recycling	Metric tonnes (t), Percentage (%)	IF-WM-420a.4	2,420 t 100% recovered This figure only includes waste collected and recycled by our e-waste business which has been discontinued in FY20. This excludes e-waste collected through our solids business, curb side collections and transfer stations due to data limitations. 100% of our e-waste is recycled, as per requirements of the National Television and Computer Recycling Scheme, established in 2011 by the Australian government.	page 38

Additional people data

Industrial instruments

INDUSTRIAL INSTRUMENT	# EMPLOYEES ¹	% EMPLOYEES
Enterprise Agreement	3,357	56%
Individual Contract	1,291	21%
Modern Award	1,389	23%
Memorandum of Understanding	5	0%
Total	6,042	100%

Employees by employment type and region

STATE ¹	PERMANENT FULL TIME	PART-TIME	CASUAL	FIXED TERM	TOTAL	LABOUR HIRE
ACT	35	–	2	1	38	–
NSW	1,509	24	91	11	1,635	66
NT	63	–	7	–	70	–
QLD	1,202	28	115	14	1,359	71
SA	317	4	55	3	379	64
TAS	32	1	6	–	39	3
VIC	1,415	30	101	10	1,556	38
WA	724	32	206	4	966	99
Total	5,297	119	583	43	6,042	341

Gender breakdown by employment type

EMPLOYMENT TYPE ¹	FEMALE	MALE	INDETERMINATE/ INTERSEX/ UNSPECIFIED	TOTAL	% FEMALE
Permanent full time	1,013	4,284	–	5,297	19
Part-time	80	39	–	119	67
Casual	45	537	1	583	8
Fixed term	20	23	–	43	47
Total	1,158	4,883	1	6,042	19

Gender breakdown by occupational category

OCCUPATIONAL CATEGORY ¹	FEMALE	MALE	INDETERMINATE/ INTERSEX/ UNSPECIFIED	TOTAL	% FEMALE
Executive & Senior Management	14	98	–	112	12.5
Functional Support	65	55	–	120	54.2
Finance & Administration	433	87	–	520	83.3
Sales & Marketing	108	181	–	289	37.4
Customer Support	181	58	–	239	75.7
Business Support	102	440	–	542	18.8
Information Technology	9	24	–	33	27.3
Scientific/Technical	13	65	–	78	16.7
Operations	233	3,875	1	4,109	5.7
Total	1,158	4,883	1	6,042	19.1

¹ Based on number of active employees as at 30 June 2020. Excludes Labour Hire, Directors, owner drivers, contractors and consultants. Determined based on headcount.



Additional people data (continued)

Gender participation by management and operational roles

% FEMALE REPRESENTATION ¹	FY18	FY19	FY20	FY21 TARGET
Management	18.0	22.0	17.3	22.0
Operational	4.6	5.0	5.7	6.5
Overall	18.0	19.0	19.1	21.0

Age breakdown

AGE CATEGORY BREAKDOWN ²	% EMPLOYEES
15–24 years	5
25–34 years	21
35–44 years	25
45–54 years	27
55–64 years	19
65 and greater	3

Average FTE compa-ratio by Gender and Salary Grade

SALARY GRADE	FEMALE	MALE	% OF FEMALE-TO-MALE AVERAGE FTE COMPA-RATIO (FEMALE / MALE)
Level A	–	149.10%	–
Level B	93.40%	111.80%	83.50%
Level C	90.10%	104.20%	86.40%
Level 8	89.20%	88.50%	100.80%
Level 7	86.70%	86.80%	100.00%
Level 6	91.10%	93.90%	97.10%
Level 5	94.50%	95.30%	99.20%
Level 4	90.10%	96.50%	93.30%
Level 3	94.30%	103.00%	91.50%
Level 2	88.50%	94.10%	94.10%
Level 1	96.30%	98.00%	98.30%
Total	93.60%	96.10%	97.50%

Average hourly earnings by gender and employment contract

EMPLOYMENT TYPE ³	FEMALE	MALE	UNSPECIFIED	% OF FEMALE-TO-MALE AVERAGE HOURLY EARNINGS
Permanent	\$44.73	\$55.08	–	81.2
Fixed term	\$38.08	\$58.17	–	65.5
Casual	\$53.80	\$63.50	\$60.45	84.7
Total	\$44.99	\$56.04	\$60.45	80.3

1 Female representation figures represent the number of active employees as at 30 June 2020. Excludes Labour Hire, Directors, owner drivers, contractors and consultants. Determined based on headcount. Management for the purposes of this reporting measure is defined as salary grade of 6 and above, regardless of direct reports. Operational roles are classified as blue-collar waged roles.

2 Represents the number of active employees as at 30 June 2020. Excludes Labour Hire, Directors, owner drivers, contractors, consultants. Determined based on headcount.

3 Based on the number of active employees as at 30 March 2020. Excludes Labour Hire, Directors, owner drivers, contractors and consultants. Excludes CEO. Determined based on average hourly earnings between 1 April 2019 to 30 March 2020. Average earnings include gross base salary plus all extra benefits, whether payable directly or indirectly, in cash or another form as an annualised FTE. Benefits include allowances, bonuses, cash out annual leave/ long service leave, motor vehicle allowances, discretionary pay, overtime, sales commissions and superannuation.

GRI Index

INDICATOR	DESCRIPTION	PAGE REFERENCE
Organisational profile		
102-1	Name of the organisation	Cleanaway Waste Management Limited
102-2	Activities, brands, products and services	FY20 Sustainability Report: About Cleanaway, see page 6
102-3	Location of headquarters	Level 4, 441 St Kilda Road, Melbourne, Victoria, Australia
102-4	Location of operations	FY20 Sustainability Report: About Cleanaway, see page 6
102-5	Ownership and legal form	FY20 Sustainability Report: About Cleanaway, see page 6
102-6	Markets served	FY20 Sustainability Report: About Cleanaway, see page 6
102-7	Scale of organisation	FY20 Sustainability Report: About Cleanaway, see page 6 FY20 Sustainability Report: Economic Contribution, see page 72
102-8	Information on employees and other workers	FY20 Sustainability Report: Data Tables, see page 80
102-9	Supply chain	FY20 Sustainability Report: How we create value, see page 10
102-10 ¹	Significant changes to the organisation and its supply chain	FY20 Sustainability Report: About this report, see inside cover
102-13	Membership of associations	FY20 Sustainability Report: Regulatory responsiveness and advocacy, see page 58
Strategy		
102-14	Statement from senior decision-maker	FY20 Sustainability Report: Statement from CEO, see page 2
102-15	Key impacts, risks and opportunities	FY20 Sustainability Report: How we create value, see page 10
Ethics and integrity		
102-16	Values, principles, standards and norms of behaviour	FY20 Sustainability Report: Governance, accountability and transparency, see pages 17–21
102-17	Mechanisms for advice and concerns about ethics	FY20 Sustainability Report: Governance, accountability and transparency, see pages 17–21
Governance		
102-18	Governance structure	FY20 Sustainability Report: Governance, accountability and transparency, see pages 17–21
102-19	Delegating authority	FY20 Sustainability Report: Governance, accountability and transparency, see pages 17–21
102-20	Executive-level responsibility for economic, environmental and social topics	FY20 Sustainability Report: Governance, accountability and transparency, see pages 17–21
102-21	Consulting stakeholders on economic, environmental and social topics	FY20 Sustainability Report: Governance, accountability and transparency, see pages 17–21
102-22 ¹	Composition of the highest governance body and its committees	FY20 Sustainability Report: Governance, accountability and transparency, see pages 17–21 Corporate Governance Statement
102-26 ¹	Role of highest governance body in setting purpose, values and strategy	FY20 Sustainability Report: Diversity and inclusion, see pages 17–21

¹ Indicator partially met.



GRI Index (continued)

INDICATOR	DESCRIPTION	PAGE REFERENCE
Governance (continued)		
102-28	Evaluating the highest governance body's performance	FY20 Sustainability Report: Governance, accountability and transparency, see pages 17–21
102-29	Identifying and managing economic, environmental and social impacts	FY20 Sustainability Report: Our material topics, see page 14
102-30	Effectiveness of risk management processes	FY20 Sustainability Report: Governance, accountability and transparency, see pages 17–21
102-35	Remuneration policies	FY20 Sustainability Report: Talent attraction, development and engagement, see page 26
Stakeholder engagement		
102-40	List of stakeholder groups	FY20 Sustainability Report: Our stakeholders, see page 16
102-41	Collective bargaining agreements	FY20 Sustainability Report: Labour practices, see page 34
102-42	Identifying and selecting stakeholders	FY20 Sustainability Report: Our stakeholders, see page 16
Reporting practice		
102-45	Entities included in the consolidated financial statements	FY20 Sustainability Report: About this report, see inside cover
102-46	Defining report content and topic boundaries	FY20 Sustainability Report: About this report, see inside cover
102-47	List of material topics	FY20 Sustainability Report: Our material topics, see page 14
102-49	Changes in reporting	FY20 Sustainability Report: About this report, see inside cover
102-50	Reporting period	Financial year ended 30 June 2020 (FY20)
102-51	Date of most recent report	FY20 Sustainability Report: About this report, see inside cover
102-52	Reporting cycle	FY20 Sustainability Report: About this report, see inside cover
102-55 ¹	GRI content index	FY20 Sustainability Report: GRI content index, see page 81
Economic		
201-1	Direct economic value generated and distributed	FY20 Sustainability Report: Economic Contribution, see page 72
201-2 ¹	Financial implications and other risks and opportunities due to climate change	FY20 Sustainability Report: Climate Change, see page 44
Environment		
302-1 ¹	Energy consumption within the organisation	FY20 Sustainability Report: SASB data table, see page 76
305-1	Direct (Scope 1) GHG emissions	FY20 Sustainability Report: Greenhouse gas emissions and low carbon energy, see page 48
305-2	Energy indirect (Scope 2) GHG emissions	FY20 Sustainability Report: Greenhouse gas emissions and low carbon energy, see page 48
307-1	Non-compliance with environmental laws and regulations	FY20 Sustainability Report: Environmental impact and compliance, see page 41
308-1 ¹	New suppliers that were screened using environmental criteria	FY20 Sustainability Report: Ethical and sustainable value chain, see page 60
308-2 ¹	Negative environmental impacts in the supply chain and actions taken	FY20 Sustainability Report: Ethical and sustainable value chain, see page 60

¹ Indicator partially met.

INDICATOR	DESCRIPTION	PAGE REFERENCE
Social		
403-4	Worker participation, consultation and communication on occupational health and safety	FY20 Sustainability Report: Workforce health, safety and wellbeing, see page 24
403-7 ¹	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	FY20 Sustainability Report: Statement from CEO, see page 2 FY20 Sustainability Report: Workforce health, safety and wellbeing, see page 24
403-9 ¹	Work-related injuries	FY20 Sustainability Report: Workforce health, safety and wellbeing, see page 24
403-10 ¹	Work-related ill health	FY20 Sustainability Report: Workforce health, safety and wellbeing, see page 24
404-2	Programs for upgrading employee skills and transition assistance programs	FY20 Sustainability Report: Talent attraction, development and engagement, see page 26
405-1	Diversity of governance bodies and employees	FY20 Sustainability Report: Data tables, see pages 79–80
405-2	Ratio of basic salary and remuneration of women to men	FY20 Sustainability Report: Data tables, see pages 79–80
408-1 ¹	Operations and suppliers at significant risk for incidents of child labour	FY20 Sustainability Report: Ethical and sustainable value chain, see page 60
409-1 ¹	Operations and suppliers at significant risk for incidents of forced or compulsory labour	FY20 Sustainability Report: Ethical and sustainable value chain, see page 60
413-2 ¹	Operations with significant actual and potential negative impacts on local communities	FY20 Sustainability Report: Environmental impact and compliance, see page 41
414-1 ¹	New suppliers that were screened using social criteria	FY20 Sustainability Report: Ethical and sustainable value chain, see page 60
414-2 ¹	Negative social impacts in the supply chain and actions taken	FY20 Sustainability Report: Ethical and sustainable value chain, see page 60

¹ Indicator partially met.



Corporate directory

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