



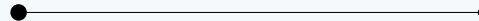
CLEANAWAY

Sustainability Report
2023



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2023 Cover Star:

Neddie Agdon

Branch Manager,
Solid Waste Services



I'm proud to be helping keep our people safe, building a strong team, walking with integrity, and making a difference.

What I am most proud of, is that I can say to my two sons, 'your mum is helping to create a better future'."

Commitment to transparency

In this report, you'll learn about our progress over the last year (1 July 2022 to 30 June 2023) against our material topics and across our three sustainability pillars: people, planet and prosperity. We build upon our previous reports, with our last report published in September 2022. You can read it here:

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

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

*Unless otherwise stated, disclosures cover Cleanaway and the entities we controlled during the 12 months ended 30 June 2023. Our joint ventures are also discussed in this report but have not been included in performance metrics, except where explicitly stated otherwise.

For definitions on key performance metrics, refer to our Basis of Preparation which can be found in the Cleanaway ESG Databook. Current and historical performance data is also contained in the ESG Databook.

[Cleanaway ESG Databook](#)



Cleanaway acknowledges the Traditional Owners of the lands on which we operate and in the communities in which we exist. We pay our respect to all Aboriginal and Torres Strait Islander peoples.

We are proud to pay our respect to Elders past, present and future for they hold the traditions and the culture, and together we hold the hopes of a truly reconciled Australia.

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How to read this report

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Section Heading

Tracker

Identifies position in document.

Chapters

These buttons are linked to each chapter. Use them to navigate across the document.

Material topics

Within these chapters we disclose our performance aligned to material sustainability topics that matter most to our stakeholders, as determined by our 2023 materiality assessment.

For more information on materiality and our stakeholders, please visit the Cleanaway ESG Databook.

[Cleanaway ESG Databook](#)

Visual devices found in this document

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

Accessibility:

[Audio accessibility](#)

External link:

[Further information](#)

Internal link:

[Information in this report](#)

Blueprint 2030:

[Blueprint 2030](#)

Who this report is for

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Customers

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

Shareholders

Our shareholders comprise international and domestic institutional and retail investors. Our debt capital, banking and insurance providers are a diverse range of prime financial institutions.

Employees

We have over 7,500 employees at more than 330 sites across Australian states and territories, many of them in frontline operational roles. It is only through our people that we can fulfil our mission of making a sustainable future possible together.

Communities

Australians are conscious about the impact waste has on the environment and, increasingly, the economy. As an enabler of the domestic circular economy, we see our role as working in partnership with the community to ensure our contribution is more than just an essential service provider.

For more information on our stakeholders and material topics, please visit:

[Cleanaway ESG Databook](#)



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A message from the CEO

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I'm thrilled to share our FY23 Sustainability Report on behalf of our 7,500+ employees across Australia. Our business is increasingly becoming more resource management than waste management; sustainability is our business and is the core of Blueprint 2030.

In this year's report, we showcase the integration and extension of our leading network of infrastructure assets such as our Global Renewables Holdings (GRL) business and plastic recycling facilities. We are delivering on our customer proposition of service, value for money, and sustainable customer solutions through embedding our operational excellence blueprints throughout the business. These allow us to work smarter and make our business more prosperous.

With our people at the heart of our success, we are creating a working environment where everyone feels safe, included, and respected. We continue to improve diversity, particularly female participation, and we've made significant progress towards our 40:40 gender balance vision.

Together with our commitment to uphold the highest environmental standards, keeping our people and the communities that we operate in safe is foundational at Cleanaway. In FY23, we focused on enhancing our risk management and developing a safety-oriented mindset. While we've seen pleasing improvement this year with significantly fewer direction notices and a 12% lower TRIFR, we aspire for industry-leading HSE performance and there's more work to be done. In support of that, we developed a refreshed HSE strategy and detailed five-year plan, which executed well, will result in us achieving our aspiration.

Our Blueprint 2030 strategy positions Cleanaway to capture opportunities that will emerge from society's transition towards greater landfill diversion and a more circular economy. We are making strong progress by partnering to broaden capability and expand our footprint. Our partnerships, such as Circular Plastics Australia (CPA) and TOMRA Cleanaway, together with our GRL, Hydrocarbons, and Australian Eco Oils businesses, are helping us prosper from a domestic circular economy.



Last year, we established 2030 and 2050 greenhouse gas reduction targets for methane and carbon dioxide. Our initial focus is on reducing methane emissions from our landfills, which represent about 74% of our total emissions. I am pleased to report that at the end of FY23, we were tracking well ahead of our target trajectory. We achieved this by investing in landfill gas infrastructure including drilling more than 250 gas wells, which resulted in a 15% increase in landfill gas captured. Having delivered on our environmental objective, we captured the available financial reward to deliver a return on our investment to shareholders.

We continue to explore new technologies and energy initiatives to deliver high-circularity, low-carbon solutions for Cleanaway and our customers. Our recent acquisition of Australian Eco Oils is a positive step in this direction with Used Cooking Oil becoming an important feedstock in the production of renewable fuel.

Creating shared value is at our core. We prioritise strong customer partnerships, community education on recycling, and collaboration with partners like Clean Up Australia to make a positive social and environmental impact.

Our Blueprint 2030 strategy continues to deliver sustainable outcomes for all stakeholders. Together, we're making a sustainable future possible.

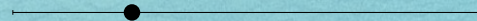
Stay safe out there,

Mark Schubert
 CEO and Managing Director

Making a sustainable future possible together.

About us

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As Australia’s leading total waste management provider, we are helping enable our society’s transition to a more sustainable future.

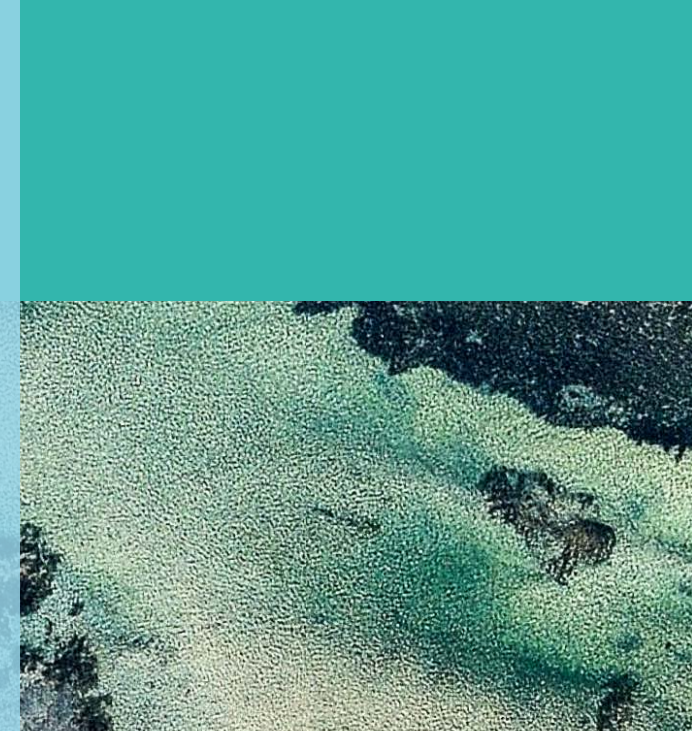
To some, waste may seem like an ordinary part of everyday life, but we know it has extraordinary potential. We see all waste as a resource; so managing Australia’s waste needs isn’t a matter of asking “where does it go now?,” but “what can it be next?”

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

With a leading network of advanced resource recovery facilities, transfer stations, engineered landfills, liquid treatment plants and refineries, we offer customers an unrivalled capacity to collect, process, treat, recycle or safely dispose of a variety of waste types.

We aspire to be the most innovative and sustainable waste management company and see this as fundamental to fulfilling our customer-led strategy, Blueprint 2030. The strategy focuses on creating superior value for all our stakeholders; by integrating and extending our leading network of infrastructure assets to provide high-circularity, low-carbon solutions, seamless customer service and value for money. This is how we’re finding better, smarter, and cleaner ways to make a sustainable future possible together.

To find out more about our strategy visit:



Blueprint 2030



Blueprint 2030 progress

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Blueprint 2030 Progress




Strategic Infrastructure Growth

- ✓ Accelerated our Organics Blueprint through the acquisition of GRL
- ✓ Advanced our capital-lite Energy from Waste options in VIC and QLD in anticipation of future supportive market conditions
- ✓ Constructed PET and HDPE/PP plastic recycling facilities with Circular Plastics Australia to advance domestic circularity
- ✓ Expanded accepted waste types such as asbestos and PFAS at our I andfills to enable the responsible disposal of problematic waste



Sustainable Customer Solutions

- ✓ Secured Victoria CDS West Zone contract with TOMRA Cleanaway joint venture to expand our container deposit scheme footprint and increase the capture of Victoria's recyclables
- ✓ Improved Landfill Gas Capture enabling increased generation of renewable electricity and renewable gas for our customers
- ✓ Secured total waste management contract with Santos advancing into Oil and Gas sector and demonstrating our national capabilities in delivering total waste management solutions



Operational Excellence

- ✓ Drove efficiency gains, operational and enhanced insights through our Data and Analytics Program
- ✓ Progressed our CustomerConnect digitisation project to deliver a seamless 'call to cash' customer and employee experience
- ✓ Optimising our fleet and driving increased productivity through workshop digitisation
- ✓ Improving our operating model including leveraging Visual Management across the organisation



Operations snapshot

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7,500+
Employees



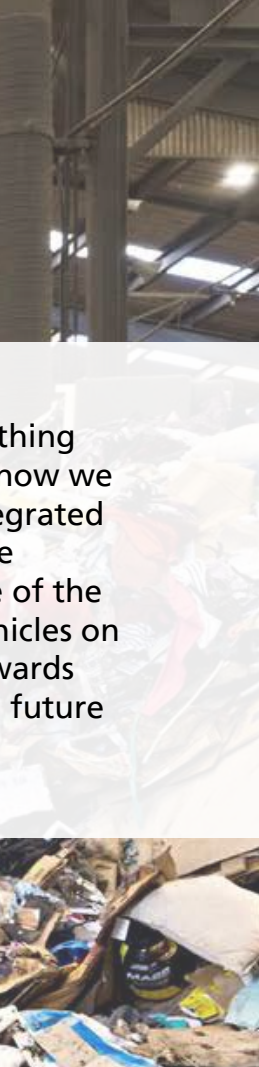
6,100+
Vehicles

Includes heavy and light road vehicles, site based industrial vehicles and trailers



~330
Sites

Sustainability is at the core of everything we do. It's not just what we do, it's how we do it. With our dedicated team, integrated network of specialised infrastructure assets spanning the nation, and one of the largest fleets of waste collection vehicles on Australian roads, we're working towards our mission of making a sustainable future possible together.



~130
EPA Licensed Sites



105
Transfer Stations



5
Composting Centres



17
Landfills*



50
Resource Recovery Facilities



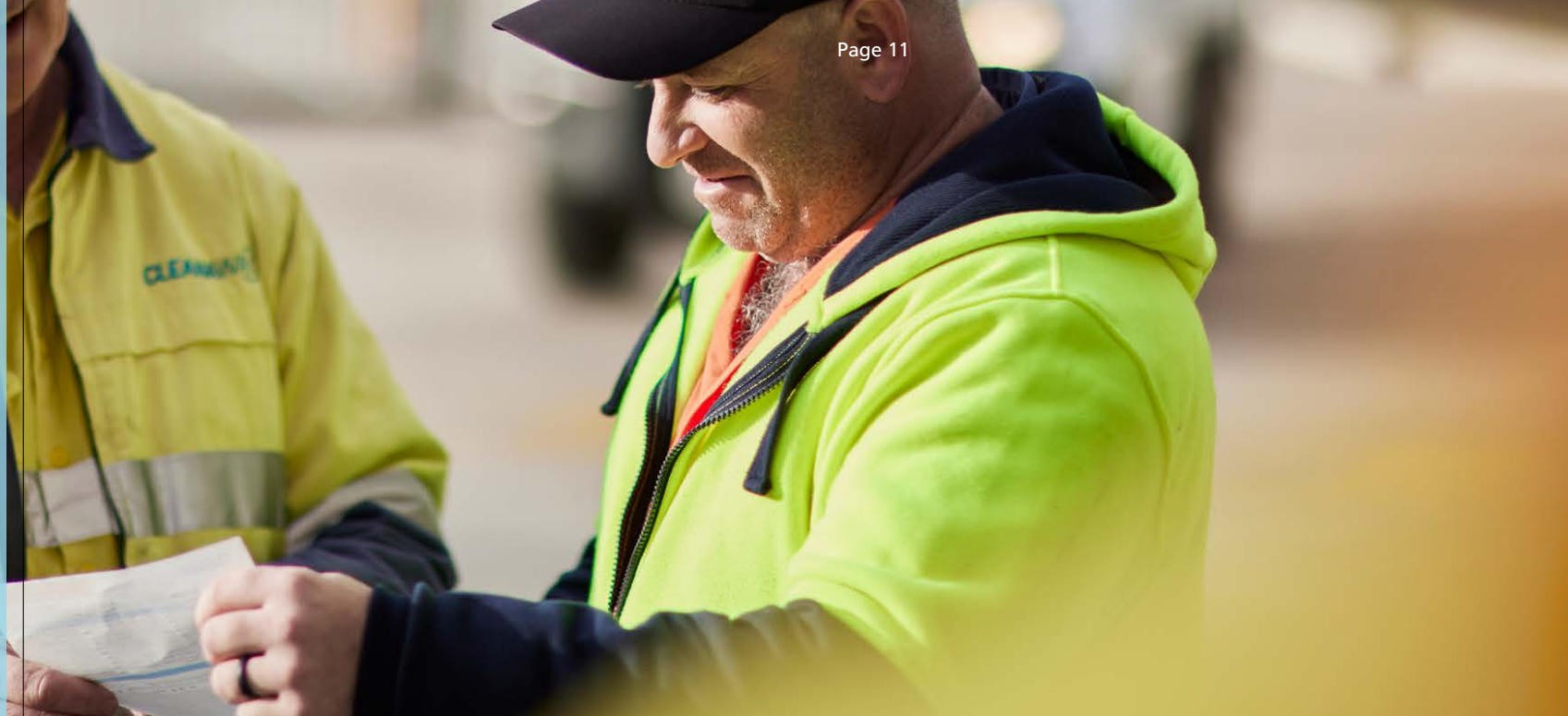
2
Incinerators

*Open and closed landfills under management.

Health and safety snapshot

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Health and safety

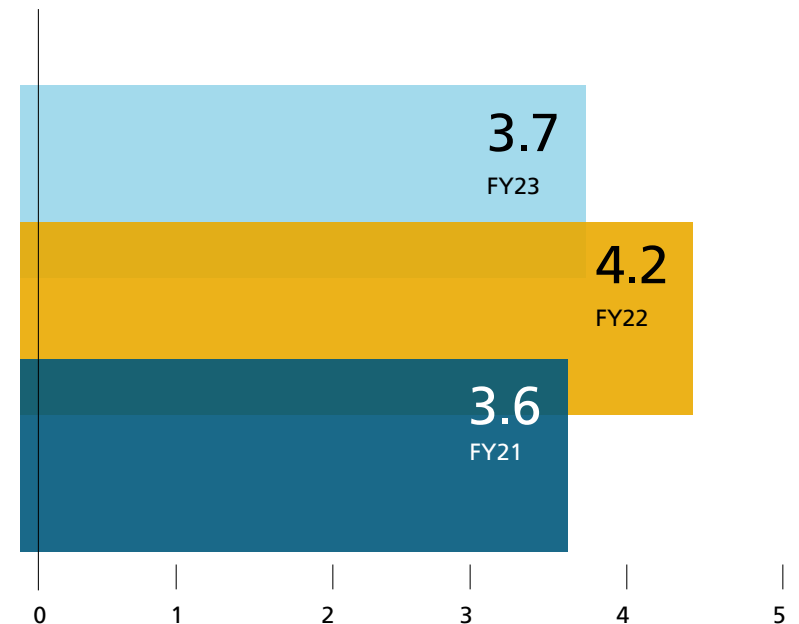
We have commenced a journey to enhance the way safety risk is managed across Cleanaway, shifting to a proactive focus as we strive to become an industry leader in safety performance.

Total Recordable Injury Frequency Rate (TRIFR)* is one of the ways we measure safety performance.

Our FY23 TRIFR was 3.7, a 12% improvement compared to the previous year. Our FY24 TRIFR target is 3.4.

*TRIFR is measured per million hours worked and includes both employee incidents and hours worked, and contractor incidents and hours provided to Cleanaway.

Total Recordable Injury Frequency Rate

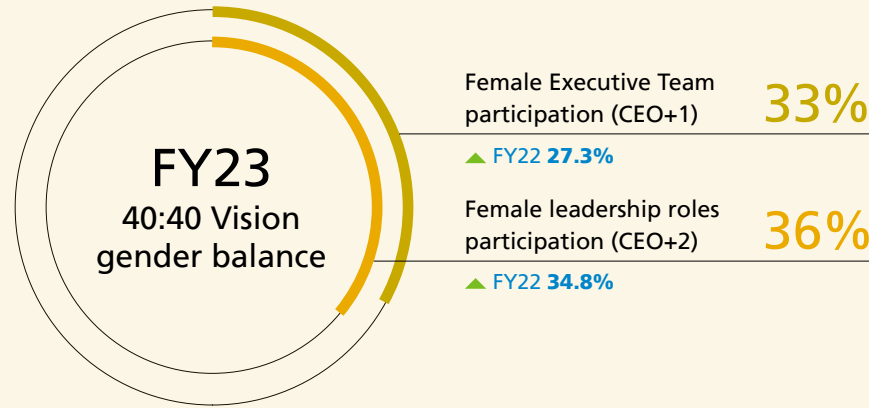


People snapshot

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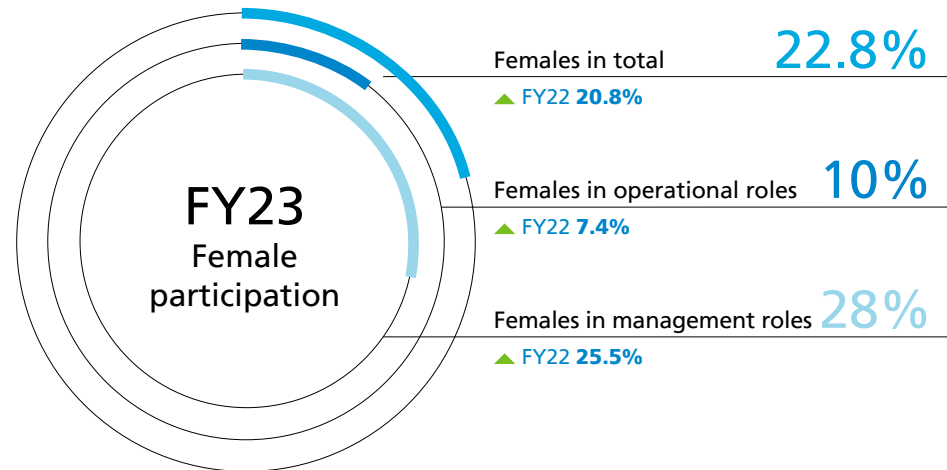
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40:40 Vision gender balance

Our target is 40% females at CEO+1 by 2027 and 40% females at CEO+2 by 2030.

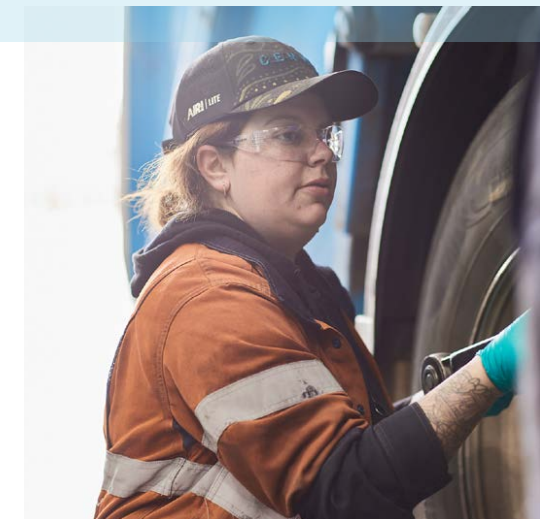
Chief Executive Women Senior Executive Census defines 'gender balance' as measured by headcount - 40% identifying as women, 40% identifying as men, 20% identifying as any gender.



Female participation

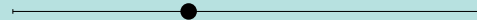
Our FY24 target is 25.1% females in total.

*Female participation figures represent the percentage of active employees as at 30 June 2023. 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.



Community snapshot




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We work in partnership with the community to make a meaningful impact beyond the essential services we provide. Education in the community and schools, supporting local suppliers and social procurement are just some of the ways we make a difference.

Our Suppliers

	In FY23, we spent	Number of suppliers
 Small-to-medium enterprises	\$398.6M ▲ FY22 \$317.3M	4,117 ▲ FY22 3,747
 First Nations businesses	\$10.8M ▲ FY22 \$9.5M	18 ▲ FY22 12
 Social enterprises	\$4.2M ▲ FY22 \$3.5M	15 FY22 15

Our Community

 <p>In FY23, we spent \$15M with First Nations businesses and social enterprises ▲ FY22 13M</p>	 <p>In FY23, we held 1,477+ community and education events nationally ▼ FY22 2,300+</p>	 <p>In FY23, we engaged 30k+ people in education events nationally ▼ FY22 32k+</p>
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Resource recovery snapshot

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Diversion pathways

Blueprint 2030 establishes our commitments and actions to accelerate the transition towards a circular economy.

In FY23, we:



Recycled

765kt

▼ FY22 803.1kt

Lower recycled glass volumes outside the Container Deposit Schemes was a key driver to the 5% reduction in recycled materials compared to FY22.



Processed as Energy from Waste (EfW)

2,968kt

▲ FY22 2,440.7kt

Waste received at our landfills that breaks down to produce methane and converted to renewable electricity or used as renewable gas.



Composted

289kt

▲ FY22 170.3kt

Acquisition of the Global Renewables Holdings (GRL) alternative waste treatment facility at Eastern Creek, NSW enables us to accelerate our Organics Blueprint.

Recovery breakdown

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

In FY23, we recovered:



Paper and cardboard

431kt

▼ FY22 435kt



Plastics

20kt

▼ FY22 24kt



Containers processed via CDS*

193kt

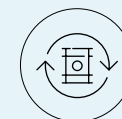
▲ FY22 185.7kt



Steel and aluminium

32kt

▼ FY22 40kt



Used oil recovered

108ML

▲ FY22 104ML



*Collected through Container Deposit Schemes in NSW, QLD, WA and SA.

Carbon snapshot

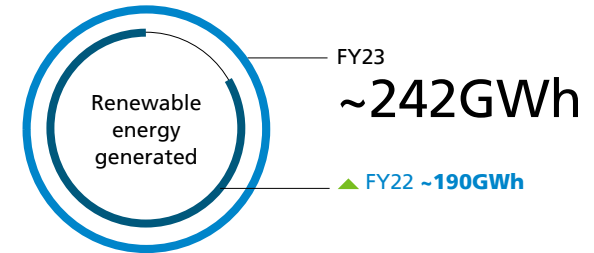
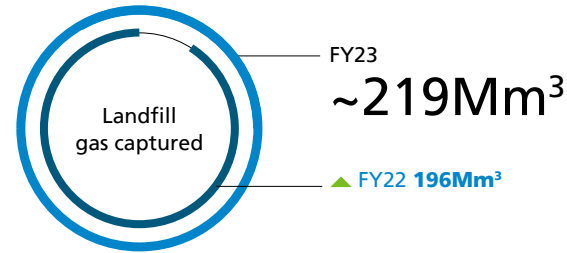
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We have established challenging yet credible 2030 and 2050 emission reduction targets and are on track to deliver on our 2030 commitment.

➤ Emission reduction targets



Managing greenhouse gas emissions

Cleanaway's resource recovery activities reduce greenhouse gas emissions; both Cleanaway's direct emissions and emissions that would otherwise have occurred through our operations.

Landfill gas captured

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

Renewable energy generated

By using the gas that we capture from our landfills to generate electricity, enough renewable energy has been generated by Cleanaway or third parties to power more than 47,600 average homes.

Total adjusted gross greenhouse gas emissions reduced by 9% from FY22

Total adjusted gross Scope 1 greenhouse gas emissions*

FY23
1,133kt CO₂-e

▼ FY22 1,247kt CO₂-e

Total adjusted gross Scope 2 greenhouse gas emissions*

FY23
59kt CO₂-e

▼ FY22 61kt CO₂-e

On an NGER reported emission basis, adjusted for the addition and deemed surrender of Australian Carbon Credit Units and the purchase and retirement of high quality third-party carbon credits, our Net Scope 1 and 2 greenhouse gas emissions reduced from 1,308kt CO₂-e in FY22 to 1,250kt CO₂-e in FY23*.

*Adjusted to reflect the full-year ownership of Global Renewables Holdings Pty Ltd (GRL) and Sydney Resource Network (SRN) assets acquired during the reporting period and comparative year.

*Refer to page 45 for further information on how we have determined net emissions.

Pillar 1 People

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Our people and their contributions are the driving force behind our success. United, we fulfil our mission of making a sustainable future possible together.



Pillar 1: People

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We continue to leverage team strengths and empower individuals to act beyond today and do the right thing. Change is only possible when we provide a safe and inclusive workplace where our people can bring their true and whole selves to work so that each individual can thrive.

Our aim is to unlock the passion, pride and diversity of our workforce so that we can make the greatest impact possible.



Health and safety

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Safety and Environment are now entrenched as the two foundations upon which Cleanaway operates.

In FY23 we commenced a journey to transform the way that safety and environment risks are managed, shifting to a proactive focus as we strive for industry leading health, safety and environment (HSE) performance.

Developing the strategy for change has involved gathering feedback from across the business to understand what is working well and where we can improve our performance, capability and culture.

Starting at the top; we have redefined our HSE vision. We aim to become an industry leader in safety and environment performance, enabled by our people, safe and reliable assets, and an incredible learning culture.

We believe that achieving the highest standards of health and safety is critical for the success and sustainability of our business. It also helps to give our customers, communities, shareholders, and regulators confidence in our capability.

🔊 Deborah Peach, Executive General Manager, HSE



Underpinning our HSE vision are five strategic imperatives. They include:

- **Brilliant at the basics** – excellence in managing HSE risks and compliance obligations, enabled by fit-for-purpose systems and processes.
- **Grow HSE leadership, capability and culture** – enable visible and authentic leaders and a competent and empowered workforce.
- **Deliver safe, reliable and sustainable fleet and assets** – design, operate, maintain and upgrade fleet and fixed assets using innovative, sustainable solutions.
- **Drive business resilience and protection** – create a structured approach to respond to incidents, to protect our people, environment, assets, and reputation.
- **Embed an incredible learning culture** – a curious mindset applied every day to learn from our successes and failures.

This strategy is supported by a five-year roadmap, which will simplify how we work and make it easy for our people to make the right choices, every day.

It's more than just a good plan. Programs are already underway to help bring our vision to life, such as:

- Reviewing critical risks and controls, including developing simplified standards, tools and improving risk control definition.
- Enabling operational safety leadership and culture through our HSE Leadership Development Program.
- Enhancing our Fire Risk Management Program, comprising progressive upgrades of our facilities with rapid detection and response equipment.
- Engaging our workforce through our 'Start Strong for HSE' campaign to raise awareness and improve workforce engagement.

📌 HSE Leadership Development Program

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We understand that waste collection and processing inevitably pose risks. We collaborate with our people, so we can learn how work is being done and make sure everyone stays safe.

To support the development and delivery of our strategy and achieve our vision of industry-leading safety and environment performance, Cleanaway has appointed an Executive General Manager HSE reporting directly to the CEO, who has enhanced the capability across the function, and established a HSE Performance and Innovation Team consisting of industry professionals committed to our refreshed strategic imperatives.

Our Health and Safety Policy highlights our commitment to our employees, contractors, and stakeholders. It sets out our risk-based approach to health and safety across all of our facilities and operations.

[Cleanaway Health and Safety Policy](#)

Our safety management system covers our entire organisation, and applies equally to employees, contractors and visitors to our sites. One of the ways we ensure that our safety management system is effective is to have the system independently certified to recognised standards.

[Cleanaway Business Certifications](#)

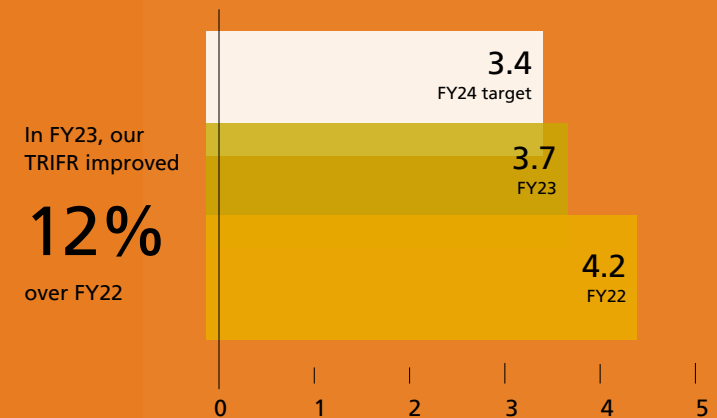
In FY23, we transitioned from AS4801 to ISO45001 – the international standard for work health and safety (WHS) management systems. The system ensures all employees are equipped to perform their role and activities safely, applying our defined risk controls.

Although we continue to invest in safety, unfortunately, isolated but significant safety incidents have occurred this year.

Tragically, there was one fatality in our operations during the year. The fatality occurred at our Kemps Creek landfill. At the time of the incident, the employee of a contractor was undertaking a routine task within their area of operational control. Immediately following the incident, Cleanaway performed an enterprise-wide review of processes and controls relevant to the task. It was only when we were satisfied with outcomes of this review, that the task was recommenced.

Reducing the severity and likelihood of safety risks continues to be a core area of focus. The instance of recordable safety injuries is measured and reported as Total Recordable Injury Frequency Rate (TRIFR). In FY23, we have seen a 12% improvement from the previous year with a TRIFR rate of 3.7.

This figure represents 82 instances where one of our people went home injured. We are not satisfied with this performance and we continue to work intensively to address safety risk and improve performance.



For more information, please visit:

[Cleanaway ESG Databook](#)

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Critical safety risks

In FY23, we redefined and accelerated our critical safety risk work program, which now encompass both personal and process safety. Underpinning this program is a learners mindset; as we seek to employ best practice approaches in our work by incorporating learnings from our industry peers.

Critical risks are the high consequence events that could result in serious injury or impact to our people, the environment, or our assets. Some examples include mobile plant and people interaction, road transport incidents, fires, and falls from height.

Throughout the program, the operations and HSE Team are working together to identify the critical risks and controls, verify the effectiveness of these controls, and establish ongoing monitoring and assurance to prevent potential incidents. This forms part of our ongoing efforts to simplify and improve our approach to risk management at Cleanaway.

Core Process development

Our Core Process development is also progressing well with our first two pilots now complete on Management of Change and Manage Contract Execution. These are two key safety-related core processes, now being rolled out Cleanaway-wide. These processes are important because they provide a consistent approach to manage these risks, assure the controls, and deliver a platform for continuous improvement.



Over the past 12 months, we have:

Commenced a review of our **Critical Risks, Life Saving Rules** and **Environment Absolutes**. We are simplifying our standards and tools to make it easy for our workers to do their jobs safely every day.

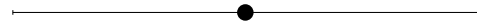
Renewed our focus on **Chain of Responsibility (CoR)** obligations, to support safer management of heavy vehicles – with a particular focus on management of driver fatigue.

Progressed an action plan to manage serious injuries and **High Potential Incidents**. Quality of actions is also being reviewed to inform event learning opportunities and how they can be translated for company wide impact.

Commenced work to **increase the frequency and quality** of site leadership visits, to help ensure the most up to date risk controls are in place.

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Our Lifesaving Rules align to our critical risks.

The Cleanaway Lifesaving Rules underpin our approach to workforce safety, health and wellbeing, helping to raise awareness of critical risks, and the actions we can take each day to prevent serious injuries or fatal incidents.

Cleanaway Lifesaving Rules



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



Fitness for work
Come to work unimpaired by drugs, alcohol or fatigue.



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



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



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



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

Health and safety

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Fire risk management

Fire is one of our critical safety risks. The changing nature of waste, in particular the increasing prevalence of lithium-ion batteries in everyday goods, is leading to increased fire incidents and risk across the waste industry.

While education and supportive government policy will play an important role to reduce this risk, we're acting now to improve our fire management infrastructure across our business. This activity includes upgrades of our fire detection and suppression controls to assure the health and safety of our employees and the communities in which we operate. In FY23, we formalised and commenced implementation of a National Interim Fire Suppression Program so that our workforce gets home safely, every day.

In FY23, forty high-risk fire sites received updated fire suppression infrastructure and extensive training programs. The program delivered 78 portable ground monitors to high-risk sites around Australia earlier this year, with additional hardware to enhance storage and handling of fire equipment, such as customised storage cabinets and trolleys. We have also been trialling new fire response technology including "Fire Rover", which delivers advanced fire detection, remote controlled suppression, with 24/7 surveillance.

Over the course of FY23, Cleanaway invested around \$17 million to improve our fire infrastructure and related measures to improve fire safety.

In addition to capital investment, the program has involved auditing sites to assess fire risk and control measures in place. Training has been delivered at sites to familiarise the teams with operating equipment and site specific fire management requirements. Emergency drills were also conducted to improve knowledge on how to respond to a fire in its earliest stages to minimise escalation.



Cleanaway is taking an innovative approach, coupled with advanced technology, to support fire detection and response at our branches.

Case study



Start Strong for HSE Program

As part of Cleanaway’s refreshed Health, Safety and Environment Strategy, in January 2023 we proudly launched our “Start Strong for HSE” campaign to remind our people to be switched on in the workplace, to learn from past events and to work together to keep each other safe.

Past experience tells us the start of each year brings changes to our working environment – heat, fatigue, changes in workload, people returning from break etc. Distractions can avert our attention, upset our rhythm or put time pressure on our teams to perform. These changes can result in injuries to people in our teams or harm to the environment.

Throughout FY23, the HSE Team have provided our workforce with educational materials that focused on some of our key risks. These included: Mental Health and Wellbeing, Heat Stress and Hydration, Slips, Trips and Falls, Getting the Basics Right: Personal Protective Equipment and Housekeeping, Process Safety, and Ergonomics at the Frontline. These materials are utilised by senior operations staff to engage their teams, promote discussion and to ensure there are adequate controls in place to do the job safely.

The Start Strong for HSE Program encourages our teams to listen and be curious in their learning, while reinforcing behaviours that ensure we are working together to keep each other safe.



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Case study



Stronger Together HSE Leadership Program

At Cleanaway, we believe that being safe is not an individual pursuit. When safety and environment are foundational to the way we operate, we work together to keep each other, the community and the environment safe.

In February 2023, we launched the Stronger Together HSE Leadership program across all Cleanaway branches. The aim of the program is to grow HSE capability in our leaders to enable strong line ownership of HSE and improve performance. The program is targeted initially at Business Unit Leaders, Branch Managers and Frontline Supervisors and will be expanded to a broader leadership group in FY24.

Our Cleanaway teams work in a complex environment. Conditions and hazards can change daily, highlighting the dynamic nature of our work and the need for adaptable and tailored HSE programs. The Stronger Together Program is designed specifically for our working environment. The face-to-face interactive program draws on the latest research and techniques to bring out the best in our people and systems. The program has five modules focused on HSE Leadership and Culture, Risk Management and Mindsets, Everyday HSE Conversations, Human and Organisational Principles and Operational Excellence.

During the year, participants attended Modules 1 to 3, which are aimed at taking our HSE culture and performance to the next level. Modules 4 and 5 will continue into FY24. Through classroom experience, robust conversation and on-the-job learning, participants have increased their knowledge and practical understanding of key concepts. This program also reinforces the importance of collaboration and collective responsibility among our leaders in creating a safety culture where every individual plays a role in protecting themselves, colleagues, and the environment.

We see this program as an investment in our leaders; we remain committed to learning and improving from each other and embedding good industry practice.

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Our Branch Managers said:

“Excellent session, topics very relevant and great tools to apply in the workplace to enable better HSE conversations.”

“Super interactive, it is a great way to learn, and expand my network and connections around the business.”

“Loved it. Enjoying all sessions. So beneficial to my role.”



26%
Increase in knowledge attributable to the classroom experience



4.8 or 96% rating
Would recommend the course to others



91% confidence
To use and apply course information on the job

Workplace culture, diversity and inclusion

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Our employees bring diverse backgrounds, skills and experience that benefit our organisation, our customers, and other key stakeholders. Whether it's a different cultural background or a different way of thinking, we see how our business is stronger with all perspectives being heard.

We are committed to building a work culture where each individual feels a sense of belonging, is able to thrive and helps our organisation to make the greatest impact.

We understand our work is essential and we instil a sense of pride within our teams that empowers them to approach each task with commitment and pride. We care deeply about the contributions we make to local communities and our role in developing sustainable, circular and low-carbon solutions for future generations.

Cleanaway is on a journey to empower our people to take ownership of our culture across our 330+ sites. Our focus is on our leaders. We build highly capable leaders, who think beyond today, have a deep sense of care and create strong connections.

Our focus is on setting a new standard for behaviour at Cleanaway, and we are continuously working to create an environment where everyone feels safe, included and respected.

In FY23, we completed the internal work to re-imagine our Cleanaway values, which are aligned to our strategy, and we are on track to launch these soon. Rather than simply words on a page, we are focused on bringing our values to life with actions: how we work, how we lead, how we show up and how we treat each other.



Workplace culture, diversity and inclusion

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Flexible work and employment

As part of building a diverse and inclusive workplace, we have policies that support all employees inside and outside of work.

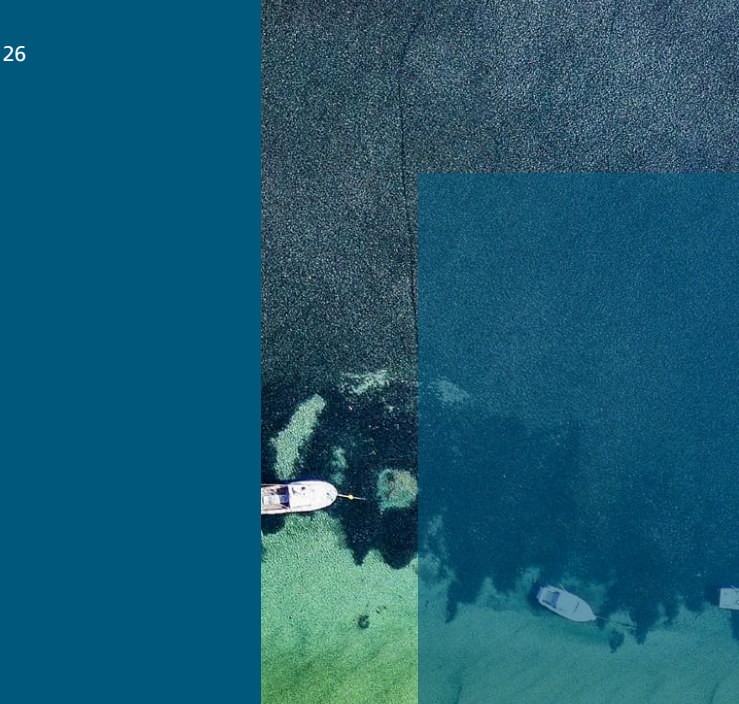
Our updated parental leave policy came into effect on 1 July 2023. The policy allows employees who are primary carers to take 18 weeks of leave, regardless of gender, with eligibility from commencement of employment with Cleanaway. Secondary carers can now also take two weeks of leave at full pay. The policy also provides employees who experience miscarriage or stillbirth paid leave as well as additional support.

We value the lives that our employees have outside of work, and want to support them to achieve personal, family, community, and individual goals.

That's why we facilitate flexibility for employee working arrangements for all of our permanent workforce, where operationally practical.

Our flexible work arrangements offer opportunities for an employee and manager to discuss and agree upon changes to when, where and how a person will work. Considerations include achieving the right balance between business and individual needs, whilst meeting both our operational and customer requirements.

From drivers who are job sharing, to compressed working weeks in corporate roles, our flexible working opportunities are vast. We continue to look for ways to support our employees to balance their home and work commitments.



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Traditional Owner engagement

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

As an organisation committed to Reconciliation, we are excited to have begun working on a new Reconciliation Action Plan (RAP), which will be submitted to Reconciliation Australia in FY24.

As a business with more than 330 sites, from Western Australia to Queensland, Tasmania to the Northern Territory, we know that we have the opportunity to support First Nations employees, suppliers and communities and look forward to our new Reconciliation Action Plan outlining these commitments further.

Over FY23, we continued to build upon our progress with reconciliation work with an ongoing focus of awareness raising, education on the Voice to Parliament and cultural inclusion.

Indigenous recruitment

Cleanaway is committed to working collaboratively with First Nations communities across Australia. We have formed several partnerships with organisations focused on providing employment and business development opportunities while increasing genuine engagement with local communities to work together for a sustainable future.



Employee spotlight



Tony Levett: Transfer Station Operator

Cleanaway's Transfer Station Operator, Tony Levett, shares his connection to his culture with teams across our organisation, through artwork.

Tony's indigenous art pieces have built up a significant following on the Diversity and Inclusion group on Cleanaway's Workplace platform. The platform connects and uplifts the voices of our employees right across Australia.

As a Wiradjuri man, Tony is part of the largest group of Aboriginal people in Central New South Wales. With limited contact with his birth family, his artwork is a way for him to connect with his culture. "It's a way to help me stay connected to my identity as a fair-skinned black man," Tony explains.

Tony joined the Cleanaway team as a Transfer Station Operator in late 2021 and is enjoying progressing his career at Cleanaway. "Every day is different. I also like knowing that I am a valued team member. I've never had a job before where I've felt as appreciated as I do here".

As an inclusive Australian company with a workforce consisting of people with diverse cultures, values, backgrounds etc, we recognise our responsibility for supporting First Nations peoples' participation across our workforce.

We are taking an active role in contributing to reconciliation with Aboriginal and Torres Strait Islander peoples. As part of National Reconciliation Week 2023, we asked Tony for his reconciliation message to Australia. Tony says, "It's about using the knowledge of the past to encourage and bring in a brighter future."



Artist: Tony Levett



Every day is different. I also like knowing that I am a valued team member. I've never had a job before where I've felt as appreciated as I do here."

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An important part of fostering a diverse and inclusive workplace is increasing female participation.

Female participation

In a traditionally male dominated industry, we are committed to creating opportunities across our organisation for greater gender balance, and recognise the social, financial and ethical benefits in doing so.

Throughout FY23, we made significant progress in increasing the number of females employed across Cleanaway; however, we acknowledge there is more work to be done. Females in operational roles increased to 10.0%, up from 7.4% in the previous year. Similarly, the overall proportion of females employed at Cleanaway increased to 22.8%, up from 20.8% in the previous year.

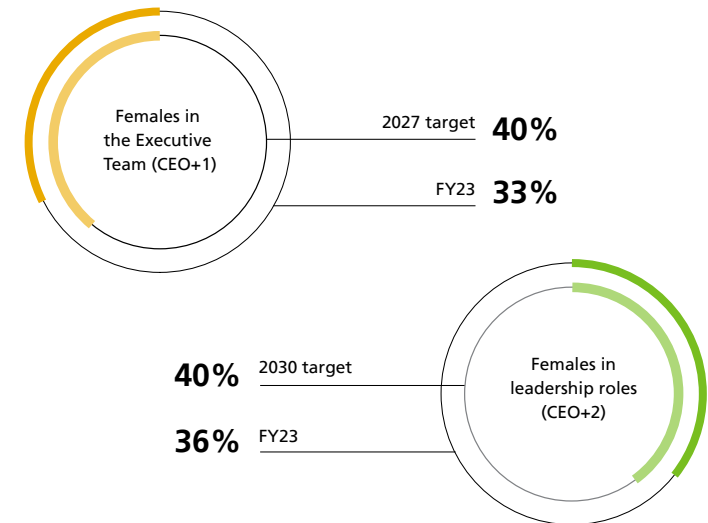
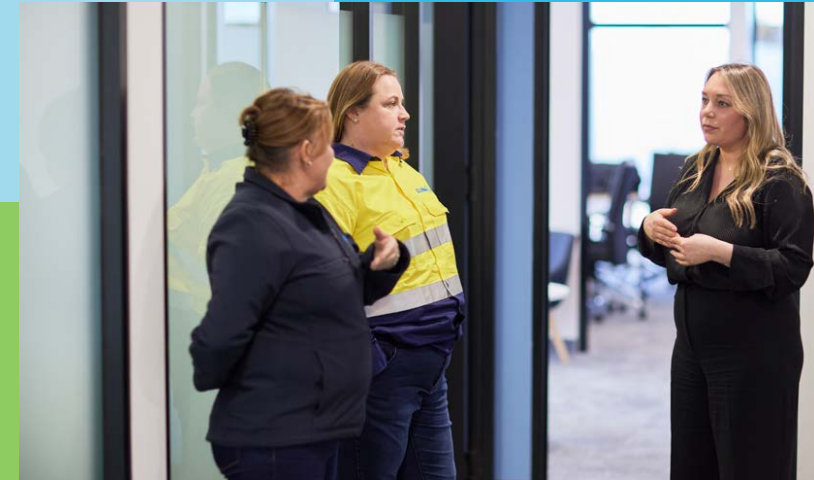
Our new parental leave policy, flexible work arrangements, our Driver Academy and initiatives such as Respect@Cleanaway are some examples of what we are doing to create opportunities for greater gender balance.

Gender pay gap

Cleanaway is committed to the principles of pay equality where equal work results in equal pay outcomes regardless of a person's gender, culture, ethnicity or any other personal attributes. Our Reward and Remuneration Framework seeks to provide all employees with an equal opportunity to be compensated for their work based on skills, performance and objective outcomes aligned to the achievement of our overall business goals.

Whilst we strive to achieve pay parity, we acknowledge minor variability may occur as a result of factors such as employee turnover, new to role, promotion and market related increases. We actively monitor and address these minor variations should they arise. For more information, view the Cleanaway ESG Databook:

[Cleanaway ESG Databook](#)



40:40 vision

In FY22, we introduced new female participation targets aligned to our 40:40 Vision. We have challenged ourselves to achieve at least 40% females in the Executive Team (defined as CEO+1) by 2027. This target has been broadened to include at least 40% females in leadership roles (defined as CEO+2) by 2030.

Employee spotlight



Kristina Duris: Cleanaway Driver Academy Manager

Cleanaway's Driver Academy was launched in 2022, aiming to give women, female-identifying and non-binary people outside of the waste management industry an opportunity to start a new career path as a heavy vehicle driver.

The Academy supports more diverse representation within our driver cohort and helps those without truck driving experience to get into the industry.

When Kristina first came across the opportunity to join Cleanaway as a driver in our Container Deposit Scheme (CDS), she had never driven a truck before.

Inspired by the prospect of a new career path and more financial independence, she studied and successfully passed the required Heavy Vehicle driver test, and acquired a licence. First securing a role as a casual driver in the CDS program in 2018, she worked her way up to full time hours.

Now a Manager of Cleanaway's Driver Academy, Kristina takes pride in leading a program that helps to increase female participation in the waste management industry. Kristina says "My role is extremely fulfilling and has meant I'm able to give back to women in our society".

"Due to the stability and strong financial income a driver role provides, this can be a life-changing career move for many women. It allows them to live a better standard of life and independently support their families – especially if they have experienced or are experiencing hardship."



“My aim is to always support and empower women into successful careers in the driving industry and non-traditional roles.”

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Work constitutes a large portion of our life, so it's important that our workplaces are safe, supportive and professionally satisfying. Our employee wellbeing initiatives help our people to feel mentally well, perform at their best, and flourish in other areas of their life.

Employee wellbeing

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This includes helping people to get support when they need it. Our employees and their families have access to an Australian-owned, innovative, and well-respected Employee Assistance Program (EAP).

The EAP provides Cleanaway employees and their family members with free and confidential assistance for work-related issues such as changing processes, conflict at work, career development, harassment or discrimination issues as well as work/life balance concerns. Managers can also get specific assistance with supporting staff on their mental health. The EAP also provides support for personal issues that are not work-related, including relationship concerns, mental health issues including anxiety and depression, substance use issues, legal or money worries, nutrition and lifestyle, and child or elder care.



Respect@Cleanaway

We recognise that instilling the importance of care, respect and empathy among our workforce is an ongoing process. In the past, instances of bullying, harassment, discrimination across our organisation have been identified.

We do not tolerate any employee behaviour that undermines our culture and impacts on our people's ability to perform their jobs safely.

To tackle these challenges, we have launched Respect@Cleanaway at the beginning of FY24. This is a holistic program aimed to prevent and respond to workplace bullying, harassment and discrimination more effectively, and is an important precursor to our values roll-out. This program will address the issue on a number of fronts:

Leadership

The Cleanaway Executive Team has made a clear statement to the organisation that acknowledges the issues while denouncing disrespectful behaviour.

Culture

New organisational values will be launched that will weave genuine care, connection and embracing difference into the foundations of our workplace. This includes the launch of a Speak Up campaign that will better help employees to understand the importance of a culture built on care and respect while ensuring our workforce feels empowered to "speak up" and report disrespectful behaviours.

Education

A refreshed approach to workplace education and training will be implemented that addresses workplace respect issues and embeds a deeper understanding of expected workplace behaviours and processes.

Reporting

We are working to improve our measurement of disrespectful behaviours to better understand its prevalence, scope, nature and impacts. It will mean tailored workplace initiatives and enable earlier intervention.

Labour practices

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Cleanaway is committed to creating labour conditions that ensure our people are happy, healthy and rewarded.

With over half of the Cleanaway workforce covered by an Enterprise Agreement (EA), it is important to us that our people feel they have a respected and heard voice in the enterprise bargaining process. We are working to achieve agreements that best reflect their needs, balanced with the needs of our business that best service our customer contracts, both now and into the future.

Cleanaway currently has 107 EAs. During COVID-19 the company deferred bargaining on 28 EAs and when bargaining recommenced, additional EAs had expired, adding to the growing list of expired agreements.

In FY23, we negotiated 40 expired EAs, enabling us to shift the landscape from reactive bargaining (in an unprotected period) to proactive bargaining (in the protected period), mitigating future risk of industrial disputation from FY24.

We took this opportunity to simplify and standardise our EA templates to ensure the terms and conditions are market relevant and contemporary, in support of our ability to attract and retain our workforce. We have also taken the opportunity to look to consolidate EAs. This work will continue through future EA negotiations.

We acknowledge that as part of our EA negotiations, there have been some disruptions arising from industrial action. 60% of all protected industrial action in FY23 was taken in Sydney Metro across three depots and we have worked closely with all affected customers to mitigate the impact and ensure the ongoing delivery of essential waste collection services occurred.

Looking forward, we will continue to focus on closing out the remaining expired EAs, with the second half of FY24 moving back into a proactive bargaining position. We will spend time investing in relationship building activities with our workforce, aligned to our Workplace Relations Strategy that is designed to support the new Cleanaway values and culture.

We continue to focus on:



Creating the foundations within our Workplace Relations practices to deliver strong governance and compliance.



Balanced and productive Workplace Relations practices that shape our people, customers, and community.



Delivering practical industrial instruments that provide for a forward thinking and agile, simple, and clear Workplace Relations Framework.



Talent attraction and retention

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Securing a talented workforce is key to ensuring our business can make greater sustainability impacts than we have before.

Unlocking the benefits of diversity in our organisation is key to the successful execution of Blueprint 2030 and our ongoing performance through retention, engagement and growth.

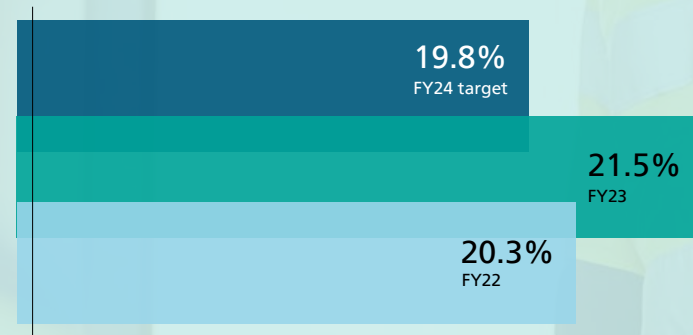
Cleanaway is committed to embedding diversity and inclusion initiatives into our broader talent management processes including training, development and succession planning. By doing this, we will support the development of all of our people and ensure that they have access to the appropriate development opportunities to prepare them for technical specialist or senior leadership positions, if they choose.

During the year, we implemented several successful strategies with good progress made in addressing labour shortages. Our Recruitment Process Outsourcing Program and the Cleanaway Driver Academy have helped in filling vacancies.

We implemented the Reverse Mentoring Program, which provides employees and executives a unique opportunity to exchange skills, knowledge and understanding. It helps our people build relationships and break down any barriers with the Executive Team. For more detailed data, including, employee turnover, please visit the Cleanaway ESG Databook.

[Cleanaway ESG Databook](#)

Employee Voluntary Turnover



Reverse Mentoring Program

Alan Davis, Operations Manager working in Health Services in Unanderra, New South Wales, has participated in our Reverse Mentoring Program which is coordinated by the Executive Team.

The program flips the traditional mentoring format on its head, so both people get the opportunity to learn. Executives are matched with Branch and Operations Managers; meeting with their mentee to listen and learn about their role, and reflect on how the organisation can support them. The program is delivered through one-on-one mentoring meetings, phone calls and site visits.

Alan now feels as though the executive leaders are available to help, and it's given him confidence approaching the Executive Team.

Alan says, "The program is a great opportunity to meet with someone from the Executive Team and truly feel as though they were interested in my day and what they can do to support me. They want to hear from us and understand the challenges that we encounter.

Branch managers need to take this step and reach out for the support that is available to them."

“The program is a great opportunity to meet with someone from the Executive Team and truly feel as though they were interested in my day and what they can do to support me.”

Employee spotlight



Yogi Jothiraj: Progressing a career at Cleanaway

For Yogi, Cleanaway's Education Officer for Logan City Council, every day is an opportunity for education – or improvement.

Since joining our team in 2019, Yogi has made a significant impact. From initiating a bin inspection program with the Logan City Council, to clearing a backlog of run sheets, and coordinating Clean Up Australia Day in Logan, Yogi is a passionate advocate of sustainability. He also leads various waste education initiatives to help future generations make more sustainable choices.

Yet when it comes to Yogi's greatest career highlight, it's the people he's met at Cleanaway that stand out the most. These individuals, each inspiring in their own accord, have motivated him to realise his goals. Yogi has also won the 'Team before self' and 'Own it' awards while working with the Platinum Customer Service team at Northgate.

Looking ahead, Yogi hopes for harmonisation of waste streams to minimise waste and create more efficient resource recovery. He also thinks product design must shift to a circular mode of production to drastically reduce waste.

Yogi is progressing his career at Cleanaway, with the goal of eventually becoming a Landfill Manager. He's also looking forward to working with the Cleanaway Landfill Engineering Team to expand his knowledge on landfill design. With countless options for rewarding career development, Yogi has an exciting career ahead.

🔊 Yogi Jothiraj, Education Officer

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Pillar 2 Planet

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The planet has limits, and they are being exceeded. But we're determined to create a better path forward. Waste is a valuable resource with extraordinary potential.

Pillar 2: Planet

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As Australia’s leading waste management company, we look for innovative and at-scale ways to divert waste from landfill for recovery – conserving valuable airspace and returning resources back to the economy for reuse.

We’re serious about doing our part to help mitigate climate change and that also means finding opportunities to reduce our carbon footprint, and that of our partners.

We are future focused and passionate about the role we play in developing sustainable, high-circularity, low-carbon solutions for customers, the community and the planet.



Environmental risk management

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

Managing environmental risk was once seen as a priority alongside financial and safety performance. During FY22, we reset both safety and environment as our foundations to everything we do.

In FY23, we commenced a journey to transform the way that we manage risks to the environment. Compliance with the obligations and specific conditions attached to the regulator-issued environmental licences at our sites is therefore foundational.

As part of this transformation, we are integrating safety and environment performance into a single way of working to simplify how we work. The same five strategic imperatives set out in the *Health and Safety* section apply to our transformation of environment risk management, along with the risk-prioritised five-year HSE Roadmap.

Our environmental management system has a framework for considering our environmental impact in each aspect of our work and outlines ways of working for our employees, contractors and visitors to our sites. The environmental management system is independently certified to international standard ISO14001.

[Cleanaway Business Certifications](#)

Our commitment to protect the environment is set out in the Cleanaway Environment Policy. Central to this policy are our Environment Absolutes, which set the foundation for how we manage environmental risk and compliance.

Cleanaway Environment Absolutes



Water protection

Stormwater system managed and maintained to regulatory standards.



Soil protection

Liquids stored in properly maintained bunded areas and solids stored on a sealed surface.



Air protection

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



Compliance to regulatory licence

Material can only be accepted and activities undertaken in accord with licence conditions.

Environmental compliance

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In the dynamic and highly regulated waste industry, we strive to maintain appropriate environmental performance standards throughout our operations at all times.

While we are working hard to improve and embed industry-leading standards, from time to time, incidents and non-compliances can occur given the breath and complexity of our operations.

As we continue to embed our environment standards and enhance capability across our business, there has been a sustained reduction in direction notices from state-based environmental regulators. In FY23, we received a total of 12 direction notices and 13 formal warnings, a significant reduction from the 36 direction notices and 8 formal warnings received in the previous year.

Over FY23, Cleanaway was issued five fines from our environmental regulators, totalling \$57,214. This compares to four fines totalling \$14,678 in FY22. Three fines were issued for matters relating to record keeping, one was issued in relation to storage of hazardous materials and one in relation to operation of plant and equipment. Over the same period, two court imposed penalties to a total value of \$38,000 were also incurred for non-compliance with licence conditions. Both of these matters relate to events prior to FY23, and no environmental harm was alleged.

Each is an opportunity for learning and improvement, which in turn brings us closer to achieving our mission of making a sustainable future possible together.

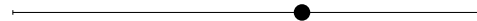
As with previous years, our FY24 target is zero significant or major rated environment incidents.



At Cleanaway, we are focused on upholding the highest environmental standards and complying with our regulatory obligations.

Environmental compliance

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To ensure our operations meet the requirements of the Cleanaway environmental management system and Environmental Absolutes, we are simplifying and standardising the tools in place at each site.

These tools aim to support workers to identify risks to the environment in their day-to-day work, while providing a list of management strategies and controls to guide our teams to achieve environmental compliance.



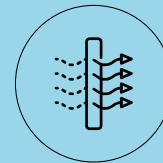
Environmental Risk Register

Cleanaway sites considered high-risk are required to prepare a site-specific environment risk register – identifying activities with environmental risks and how environmental impacts will be mitigated.



Licence Compliance Tool

Many of our sites are regulated by complex environmental licences. This tool lists all of the relevant conditions, allowing managers to record details of their site's compliance against these conditions. It shows each site's compliance and is an invaluable tool for regulator audits and inspections, where the required evidence can be sourced efficiently and accurately.



Air Discharge Register

This register details air emission discharge points. It includes both point source emissions (emissions discharged from a stack or definitive source) and diffuse sources (such as dust rising from unsealed roads, or odour from a site activity).



Stormwater Management Plan

This plan documents the stormwater system at our sites, considering both the infrastructure and the controls required to minimise impact to stormwater from our operations during both everyday and emergency situations such as a fire or spill.



Liquid and Solid Waste Storage Plan

This plan is used to determine how waste is to be stored on-site. It sets out procedures to ensure that waste is lawfully accepted and stored, that no prohibited waste is accepted, and that risk to the environment and surrounding communities is managed.

Case study



Learning from environmental incidents

The complex and dynamic nature of managing waste means that incidents may occur from time to time.

A fire event occurred onsite at our Artarmon Transfer Station in Sydney on 4 December 2022 which burned through until the next morning. The site was fully evacuated during the event and there were no injuries to our people or any members of the public.

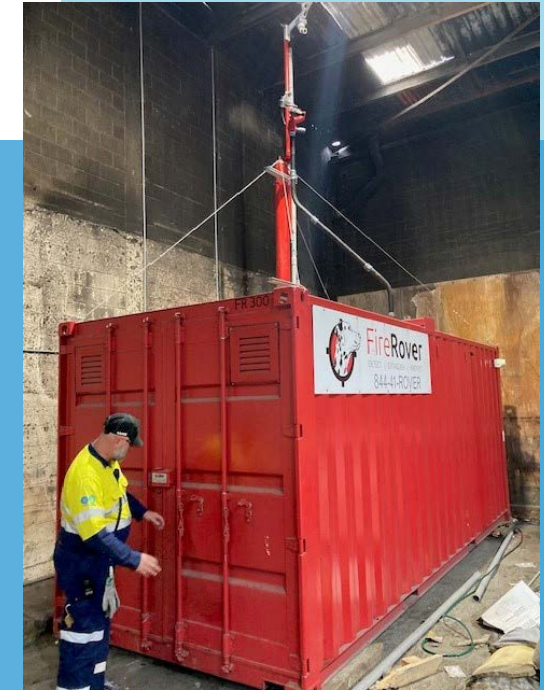
On site, employees and fire crews were able to contain the impact of the fire damage and we kept the site closed to allow for active communication with our customers, neighbouring businesses, and residents within the local area.

Despite significant on-site firewater holding capacity, a portion of fire-fighting foam concentrate and firewater made its way to a local waterway. Once alerted to this, our team acted with urgency to limit environmental damage, using vacuum trucks, floating booms and hand tools to skim the surface of the water. Since the incident, water quality has returned to pre-incident levels.

The changing nature of waste and in particular lithium-ion batteries is leading to increased fire incidents and risk across the waste industry. That's why we're continuing to invest in educating the public and our customers on the correct waste disposal practices. We are also enhancing our fire detection and suppression controls for when fires do occur, and our emergency response actions to ensure the safety of our people and local communities.

[Cleanaway Education Resources](#)

[Fire risk management](#)



“The safety of our people, the community and the environment underpins everything we do at Cleanaway.”

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The role of landfill

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Well-designed and engineered landfills remain a critical part of Australia’s waste management system.

Increased recovery of food, construction and demolition waste and transition to Energy from Waste will change the role of landfilling but will not remove its necessity; we must have a means of safely disposing of waste that cannot either be reused, recycled or recovered.

Cleanaway has eight open landfills that we own and operate, deploying best-in-class management and highly technical engineering to ensure the safety and compliance of our sites, whilst minimising impact to the surrounding environment.

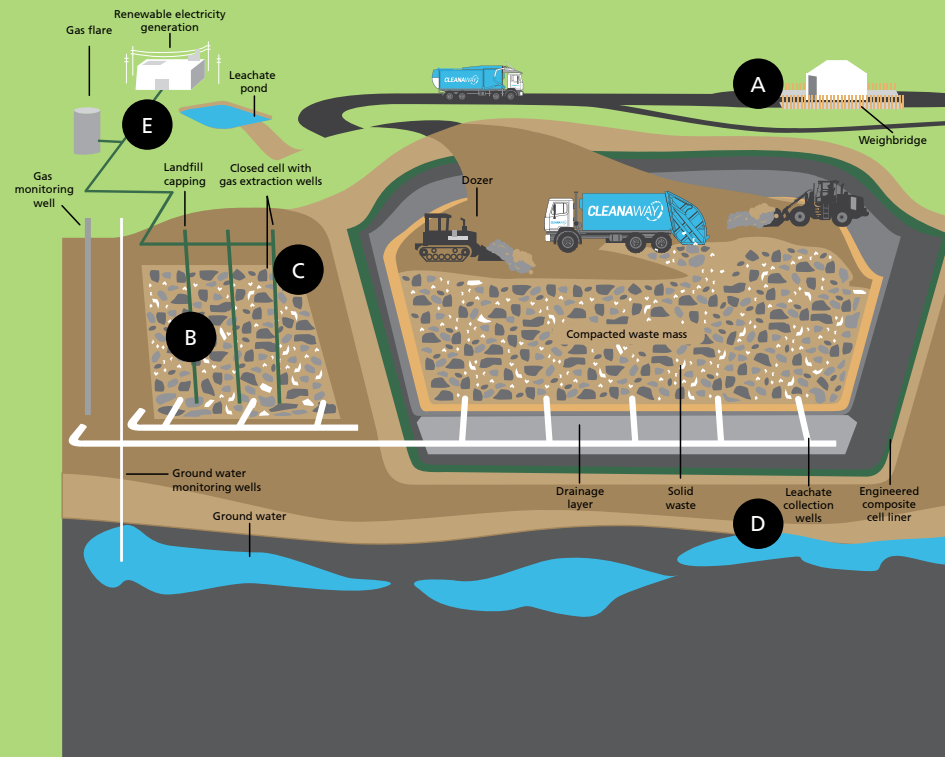
Cleanaway’s Landfill Optimisation Blueprint looks at how we can make the most of these highly engineered pieces of infrastructure to continue delivering value into the future through airspace optimisation and energy capture.

Landfill capacity, or airspace, is a valuable and finite resource. Preserving this resource highlights the importance of working together with our customers and partners to maximise resource recovery. By stopping valuable materials, such as construction and demolition waste and organics from ending up in landfill, we maximise the space left for residual waste.

With all of Cleanaway’s operating landfills now capturing gas and further investment being made to optimise usage, these assets will continue to be important long into the future.

[Melbourne Regional Landfill Explainer](#)

[1.5°C ambition](#)



A

Incoming waste loads are managed using a ‘weighbridge’, to ensure waste meets licence requirements and to confirm that the weight of each load adheres to the contracts we have with our customers.

B

‘Cells’ divide modern landfills, so that sites are managed in sections to ensure material is properly separated, covered, and landfill gas and leachate are managed.

C

These cells are highly engineered areas, designed with advanced composite material liners to minimise the chance of any waste or contaminated materials escaping the confines of the cell.

D

Within each cell are leachate and landfill gas collection systems that captures these by-products of waste decomposition – helping to reduce our impact on the environment.

Our 1.5° ambition outlines how we’re reducing our carbon footprint, including through the capture of landfill gas.

E

Collected landfill gas can be cleaned and then used by Cleanaway or third parties to generate renewable electricity or used as renewable gas.

Case study



Landfill capping: Partnership with Griffith University

Cleanaway, together with Griffith University, is revolutionising the way landfill is rehabilitated as part of a ground-breaking partnership at our New Chum facility in Ipswich, Queensland.

A research project headed by Dr Ruby Michael and PhD candidate Tony Kim, from Griffith's School of Engineering and Built Environment, has transformed a two-hectare site at New Chum into a lush natural ecosystem that doubles as an effective and efficient way to cap the completed cell.

Dr Michael is part of Griffith's Green Infrastructure Research Labs and an expert in phytocapping, a technology that uses a combination of soil and native vegetation to act as a bio-pump and control the amount of rainfall that filters through to compacted waste.

Traditional landfill capping involves 'hard infrastructure' solutions like geosynthetic clay liners as part of a multi-layered system. In contrast, phytocapping has better environmental outcomes while delivering the same engineering performance. This alternative re-establishes a native ecosystem by using a non-compacted soil layer and planting it with an urban forest.

The results at New Chum have shown some trees and plants growing and thriving at a faster rate than expected. What was a bare, covered landfill cell is now a patch of attractive bushland that is home to a thriving range of native plants and animals.

The partnership aligns the values of Cleanaway and Griffith University – both as leaders in the circular economy, with a desire to ensure the land is rehabilitated for future use.

This project will provide valuable data to help inform the selection of the most appropriate final capping solution of the site; whether that be a phytocap, traditional cap or hybrid solution.

Cleanaway look forward to another two years of productive partnership with Griffith University.

For more information, please visit:

[Griffith University - Rebuilding Ecosystems](#)

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Before



After

Case study



Inkerman landfill: Landfill optimisation in action

Our commitment to environmental compliance is demonstrated by our operations at the Inkerman landfill in South Australia.

This site has been operated by Cleanaway for over a decade and is regulated by the South Australian Environmental Protection Agency (EPA SA). In 2020, we applied to EPA SA for a licence to manage Perfluoroalkyl and Polyfluoroalkyl Substances (PFAS).

During production and use, PFAS can easily move into the environment. As PFAS do not break down, they remain in the environment for long periods of time, giving rise to the name 'forever chemical'.

Scientific studies have shown that exposure to some PFAS in the environment may be linked to harmful health effects in humans and animals. That's why we need a safe and well-controlled means for disposing of PFAS-contaminated waste.

Working collaboratively with the SA EPA, Cleanaway undertook a range of extensive groundwater monitoring tests and conducted stakeholder engagement with local groups to assess how this new licence may impact nearby communities. This included consultation with the Inkerman Landfill Community Reference Group, comprising adjacent landowners, representatives from the Wakefield Regional Council, Cleanaway, and EPA SA.

Our cooperation, consultation and meticulous environmental risk procedures led to EPA SA approving a licence for the Inkerman landfill to receive PFAS-contaminated solid waste in 2023. The decision came after a rigorous 2.5-year assessment process, and means we can provide South Australia with a safe and contained disposal site for PFAS-contaminated waste.

For more information, please visit:



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What is PFAS:

PFAS are man-made chemicals that have been used in industry and consumer products worldwide since the 1940s.

They have been used to make a wide variety of common products, including non-stick cookware, water-repellent clothing, stain resistant fabrics and carpets, and some firefighting foams.

1.5°C ambition

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We are prioritising greenhouse gas emission reductions that are both readily addressable and material to our footprint. For Cleanaway, that means initially focusing on reducing methane emissions from our landfills through improved landfill gas capture.

The methane gas produced at our landfills is derived from the biogenic waste streams (waste from organic matter such as plants and animals). Landfill gas is a renewable natural gas source. When this gas is captured, it reduces our reportable fugitive methane emissions. Furthermore, when it is converted into electricity or sold directly to customers as landfill gas, landfill gas is treated as renewable energy, helping to reduce our customers' carbon footprint.

In FY23, we improved the efficiency of landfill gas capture by 15% across our portfolio of landfills. We did this by drilling more than 250 landfill gas wells, improving infrastructure design, and optimising existing well infrastructure to reduce our methane emissions.

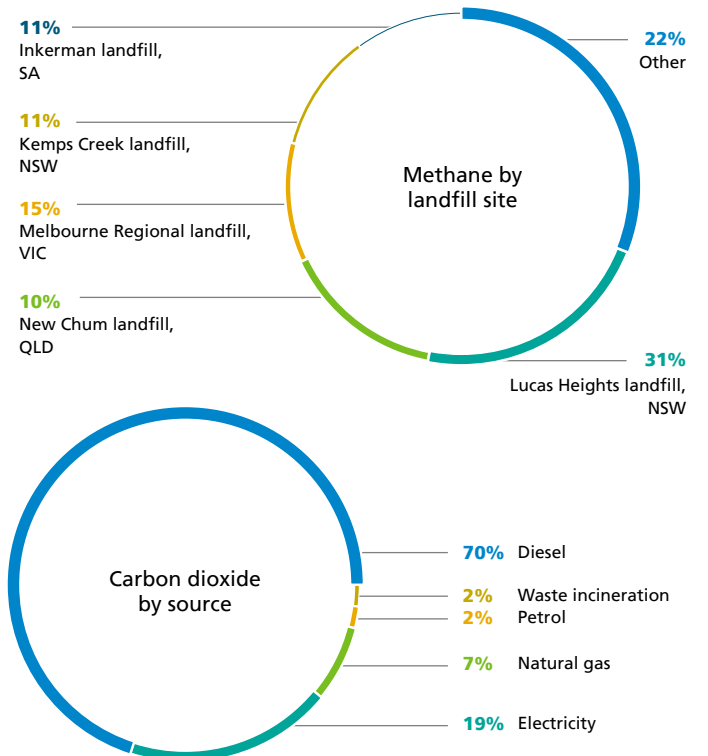
To reduce our carbon dioxide emissions, we are trialling new technologies and evaluating fuel-switching for our heavy vehicle fleet.

Cleanaway earns carbon credits for many of its emission reduction activities. Activities that generate carbon credits include landfill gas management practices that exceed performance benchmarks set by the Australian government, as well as via avoided methane emissions through composting.

Our philosophy is simple. We seek to maximise environmental benefit through tangible emission reduction activities, and then maximise the value to shareholders by selling excess carbon credits that we have earned. The generation, surrender, and purchase of recognised carbon offsets outside of our operations may be used to complement direct reduction of greenhouse gas emissions.

Cleanaway's Scope 1 and Scope 2 emissions are comprised of 74% methane and 26% carbon dioxide.

Our emissions in FY23



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We have established clear greenhouse gas emission reduction targets aligned to a 1.5°C pathway and underpinned by tangible initiatives.

Greenhouse gas emission reduction targets

Our methane and carbon dioxide greenhouse gas emissions reduction targets are aligned to the most conservative 1.5°C scenarios presented in the sixth assessment report of the Intergovernmental Panel on Climate Change, and are consistent with limiting global warming to 1.5°C above pre-industrial levels by 2100. The methane targets are also aligned to the Global Methane Pledge.

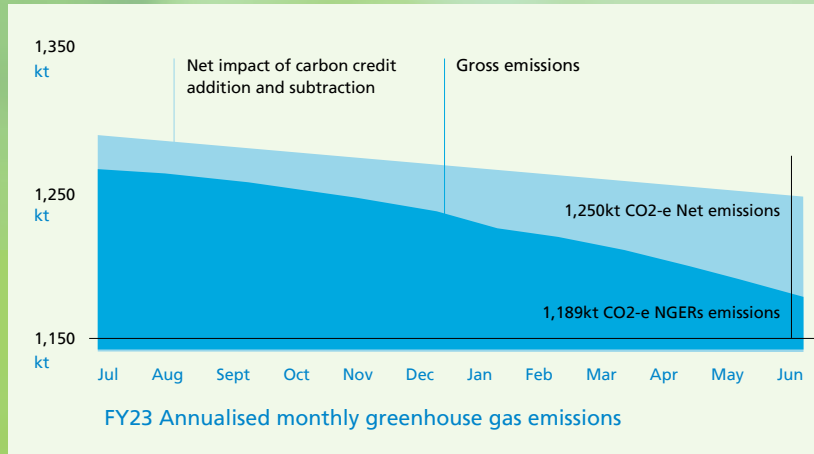
Our emissions reduction are baselined off of FY22, which was adjusted in FY23 to reflect the acquisition of Global Renewables Holdings Pty Ltd. This adjustment is in line with accounting rules established by the World Resources Institute and the World Business Council for Sustainable Development *GHG Protocol Corporate Accounting and Reporting Standard*.

We track our performance against these targets on a net emissions basis. Cleanaway's net greenhouse gas emissions position is determined by:

- Total gross Scope 1 and Scope 2 greenhouse gas emissions as reported under the National Greenhouse and Energy Reporting Scheme (NGERS) and calculated using prescribed methodologies (1,189kt CO₂e).
- Addition of all Australian Carbon Credit Units (ACCUs) issued in the financial year from abatement projects registered with the Australian Government (608,701 units).
- Subtraction of ACCUs deemed surrendered (290,204 units), and third-party carbon credits surrendered (257,564 units).

In FY23, Cleanaway's total gross Scope 1 and Scope 2 greenhouse gas emissions were 1,131kt CO₂-e and 58kt CO₂-e respectively. This was achieved through direct reduction of greenhouse gas emissions at our operated assets, primarily at our landfills.

To maximise environment and shareholder value, ACCUs awarded to Cleanaway were sold, and high-integrity international carbon credits were purchased to reduce our net greenhouse gas emissions to meet our emissions reduction target.



	Methane reduction	34%	57%
		Target by 2030 ¹	Target by 2050 ¹
	Carbon dioxide reduction	43%	Net zero
		Target by 2030 ¹	Target by 2050 ¹

¹Compared to FY22 baseline year.

Verified Emissions Reduction Gold Standard international credits were purchased in accordance with our carbon offset procurement strategy, and relate to landfill gas collection and destruction – an activity that is closely aligned to our core business.

Taking into account the addition and surrender of ACCUs awarded to Cleanaway, and the surrender of high-quality international credits, Cleanaway's FY23 net Scope 1 and Scope 2 greenhouse gas emissions were 1,250kt CO₂-e*, equalling our FY23 reduction objective.

We remain on track to meet our net 2030 greenhouse gas emissions reduction targets for methane and carbon dioxide. Refer to the ESG Databook for further information.

[Cleanaway ESG Databook](#)

*This number is based on the existing contractual agreement and purchase order for 257,564 Gold Standard carbon credits, which will be issued and retired by the end of the 2024 calendar year.

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To maximise shareholder value, in FY23 we sold Australian Carbon Credit Units created and acquired credits from high quality international projects in line with our carbon offset procurement strategy.

Carbon offset procurement strategy

When purchasing third-party carbon offsets, we perform due diligence to ensure that we only invest in high-quality offsets that meet the following minimum standards:

- Registered under a formal standard that independently verifies and issues voluntary carbon credits and/or satisfies compliance with relevant certification standards.
- Accurately quantify emissions reduction value in accordance with recognised carbon accounting methodology and supported by appropriate evidence.
- Deliver emissions reductions that would not have happened without the incentive of carbon offset revenue.
- Have a high likelihood of permanence to ensure the emissions reductions are not reversible.
- Demonstrate environmental and social integrity, with no evidence of creating direct environmental or social harm (including modern slavery).
- Align with Cleanaway's core activities and broader sustainability principles.



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Vehicle fleet emissions

Cleanaway has an extensive network of vehicles that keep waste management operations moving across Australia, therefore reducing emissions from this fleet can make a significant impact.

Currently our fleet is mostly powered by diesel, making it our second largest contributor to our greenhouse gas emissions.

Our FY22 Sustainability Report outlined green hydrogen as a potential low-carbon fuel source to replace diesel. This is an aspiration in the long term, as hydrogen fuel cell vehicles are not yet a viable commercial solution. Key challenges include the low availability of hydrogen and hydrogen vehicles, and limited refuelling infrastructure. These impede our transition to a hydrogen powered fleet.

However, given the role hydrogen may play in the longer term, we are procuring two hydrogen fuel cell heavy vehicles for use in the Viva Energy *New Energies Service Station Project*, in which we are a foundation partner. This will give us valuable insight in operating and maintaining hydrogen fuel cell vehicles.

Electric vehicles may also provide an alternative for our fleet. To explore this, we have participated in electric vehicle trials and currently have an active electric vehicle servicing our Newcastle municipal market. We continue to invest in battery electric yellow gear such as forklifts at a number of our recycling facilities.

Beyond battery electric vehicles, we are also evaluating the feasibility of switching to lower-carbon replacement fuels such as renewable diesel, to reduce our fleet emissions.



Climate change

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Climate change is one of the greatest challenges of our time. Government, business, and community alike have a collective responsibility to take action and secure a better future.

At Cleanaway, we are taking action by reducing our own greenhouse gas emissions in line with a 1.5°C pathway, and supporting our customers and the community to lower their emissions through better waste management.

Climate risks and opportunities

Cleanaway understands and acts on its responsibility to identify and respond to physical and transitional climate risks, and ensure climate change adaptation, mitigation, and resilience strategies are embedded in Cleanaway’s Risk Management Framework.

Some of the ways we are embedding climate change considerations into our work include:

- Reducing our own greenhouse gas emissions in line with a 1.5°C pathway.
- Understanding climate risks and opportunity through research and scenario analysis.
- Embedding climate risk management in the Enterprise Risk Management Framework.
- Bringing climate risk mitigation into focus as part of our strategic decision making.

Cleanaway identifies and manages climate change risk in alignment with the recommendations of the Financial Stability Board’s Task Force on Climate-related Financial Disclosures (TCFD). For more information on Cleanaway’s broader governance and risk management processes, refer to:

[Cleanaway Corporate Governance](#)



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Cleanaway is currently updating its climate risk and opportunity assessment and scenario analysis to reflect current science, policy, and activities.

Climate risks and opportunities

Our first assessment of climate risks and opportunities was undertaken in FY20, drawing on two scenarios from the Intergovernmental Panel on Climate Change Fifth Assessment Report.

Risks identified from this assessment included:

- Reduced service demand from carbon-intensive industries, as they contract in response to more urgent decarbonisation of the economy.
- Cost increases from the introduction of an explicit or implied carbon price.
- Asset risk due to an increase in the frequency and severity of extreme weather events.

A total of 263 assets were modelled for a range of hazards including riverine and surface water flooding, coastal inundation, soil movement, extreme heat, forest fire and extreme wind. Results from this modelling suggested that Cleanaway's assets are not highly impacted by climate variability.

Along with these risks, there are also opportunities associated with a transition to a higher-circularity, low-carbon economy, such as:

- Government policies that favour the domestic recycling industry to reduce embodied carbon emissions (e.g. container deposits schemes and investment in recycling infrastructure).
- The emergence of new streams to manage waste and the growth of low-carbon solutions for existing waste streams.
- Utilisation of the inherent energy contained in waste and incentives to invest in Energy from Waste plants.

We are currently updating our climate risk and opportunity assessment and scenario analysis, with the help of a third-party consultant. This assessment is being undertaken in alignment with the Task Force on Climate-related Financial Disclosures (TCFD) Good Practice Handbook (2nd Edition 2021), leveraging the expertise of the people at Cleanaway in combination with broader sector-based climate expertise.

The climate scenario analysis will enhance our understanding of climate change impacts on our business and will be used to inform actions that may be required.

The refreshed scenario analysis will be informed by specific climate risks and opportunities. The analysis will utilise the Shared Socio-economic Pathways (SSPs1) from the IPCC AR6 and the Representative Concentration Pathways (RCPs2) from the IPCC AR6 climate scenarios. We expect this modelling to be completed over the course of FY24.

Cleanaway's assessment using the TCFD Framework is set out in our Cleanaway ESG Databook. Outcomes of the updated climate scenario analysis will be added when complete.

[Cleanaway ESG Databook](#)

As Australia’s leading waste management company, we see waste as a resource and recognise the value it can generate.

Circular economy

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Our goal is to support the transition to a more sustainable future. Enabling a circular economy is one of the ways we will get there.

A circular economy closes the loop on the products we consume by maximising the reuse of recovered resources in the remanufacturing process. It encourages continual reuse and recycling of valuable resources.

It is important to distinguish circularity from landfill diversion – they are not the same. By way of example, incorporating glass fines or plastic in construction materials diverts this resource from landfill and gives it another use.

A circular solution would involve these valuable resources being made into the same or similar products, for reuse and recirculation, again and again.

Our mission is to offer the most circular and lowest carbon solutions for our customers. We are continuously finding new ways to collect, process, treat, recycle and dispose of waste – helping to reduce greenhouse gas emissions and our impact on the climate.

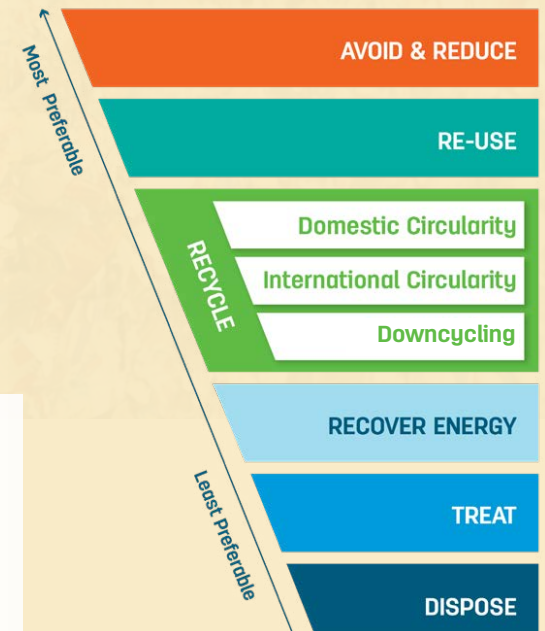
Richard Pittard, Head of Sustainability

We can’t do this alone.

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

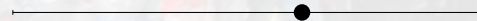
Cleanaway Circularity Hierarchy

The Cleanaway Circularity Hierarchy recognises that different recycling solutions deliver different degrees of environmental benefits. Importantly, it prioritises supporting domestic, then international circularity over downcycling.



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Partnering for circularity

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

Cleanaway is one of Australia's largest collectors of PET, HDPE and PP plastics through our involvement with container deposit schemes, including logistics partner for NSW's Return and Earn, Queensland and Western Australia's Containers for Change, as well as our national capability operating material recovery facilities (MRFs), which sort kerbside recycling.

Through our partnership with TOMRA Cleanaway, we will soon be involved as the West Zone Network Operator for the Victorian Container Deposit Scheme (CDS).

The program commencing 1 November 2023, will encourage Victorians to recycle cans, cartons and bottles by dropping these items at return points.

As partners, TOMRA Cleanaway's role will involve managing the Western Zone of the Victorian CDS Network of return points, including reverse vending machines, over-the-counter drop offs and automated depots. Together, we will also ensure the resources collected through the scheme are sent to appropriate destinations for recycling.

We're proud to be involved and look forward to helping to create better environmental outcomes for all Victorians.

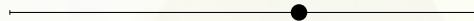
For more information please visit:

[TOMRA Cleanaway](#)



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Circular Plastics Australia (CPA) is another partnership that helps us to enable higher circularity for our customers and the community.

Circular Plastics Australia (PET)

CPA (PET) is a joint venture between Pact Group Holdings Ltd, Cleanaway Waste Management Ltd, Asahi Beverages and Coca-Cola Europacific Partners. The Circular Plastics Australia (PET) facility in Albury will create around 20,000 tonnes of recycled PET each year by processing up to 28,000 tonnes of feedstock collected from kerbside recycling and container deposit schemes. This is the equivalent of recycling around 1 billion 600ml PET plastic bottles each year.

The PET resin produced by the facility is used by Asahi Beverages and Coca-Cola Europacific Partners (JV Partners) to manufacture the new 100% recycled PET beverage bottles and by Pact Group to make food packaging. Cleanaway plays an important role in providing available PET feedstock through our collection and sorting network.

Together, all four companies share a commitment to investing in a circular economy and closing the plastic loop in Australia. Following the success of the Albury facility, a second CPA (PET) facility will open in late 2024 in Altona North, Victoria.

To learn about plastic types, please visit:

[APCO](#)



PET facility capabilities



Will process up to

28,000 tonnes

of plastic waste collected from curbside recycling and container deposit schemes



Creating approximately

20,000 tonnes

of recycled PET



Equivalent to

1 billion

600ml PET plastic bottles

For more information please visit:

[Circular Plastics Australia](#)

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Circular Plastics Australia (PE)

Along with the second PET facility, Circular Plastics Australia (PE) is a new joint venture between Pact Group Holdings Ltd and Cleanaway, which is developing a new HDPE and PP facility set to open in late 2023. This state-of-the-art plastic recycling facility in Laverton, Victoria, will process up to 20,000 tonnes of HDPE and PP milk bottles, ice cream and yoghurt containers and other food tubs, or approximately half a billion items each year.

The CPA (PET) and CPA (PE) facilities are creating a local circular economy for plastic as we are recycling and manufacturing our beverage bottles and food packaging right here in Australia, without the need to export our waste or import plastic material from overseas.

To learn about plastic types, please visit:

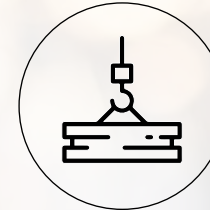
[APCO](#)



CREATED BY



PE facility capabilities



Will process up to

20,000 tonnes

of recycled HDPE and PP



Equivalent to

500 million

milk bottles, ice cream and yoghurt containers, and other food tubs

For more information please visit:

[Circular Plastics Australia](#)

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Circular waste oil

In the quest for a sustainable future, enabling appropriate management of waste oil is the primary focus of our Hydrocarbons business. Waste oils, including engine oil, hydraulic oil and used lube oil must be handled safely with a stringent focus on waste tracking. Regulatory authorities enforce strict guidelines for managing these waste streams due to their potential to create environmental hazards.

However, unlike other materials, waste oil possesses a unique attribute in that it can be re-refined into new base and fuel oils, aiding in the development of a circular economy.

The Product Stewardship for Oil Scheme plays a pivotal role in encouraging increased collection and recycling of waste oils, often referred to as sump oils. This initiative aims to close the loop on petroleum-based and synthetic oils such as lubricant base oils, transmission oils, brake fluids and hydraulic oils.

Cleanaway, through our hydrocarbons business unit, stands as a prominent participant in this circular economy framework. Through the collection of used lubricating oils, we consolidate the waste into economically viable volumes that are transported to our licenced processing sites for treatment and recycling.

These facilities utilise a sophisticated process to transform the waste oil into valuable fuel, process oils and lubricating base stock. These recycled oils effectively replace traditional crude-oil based products for a wide range of applications, benefitting industries such as brickworks, smelters, kilns, sugar manufacturing, fertiliser production and meat processing.

In FY23, Cleanaway processed more than 105 million litres of used waste oil at our refineries, demonstrating our dedication to reducing industry reliance on and consumption of fossil fuels, while supporting the journey toward a circular economy. Our approach to waste oil management exemplifies the potential for transformation within the industry.



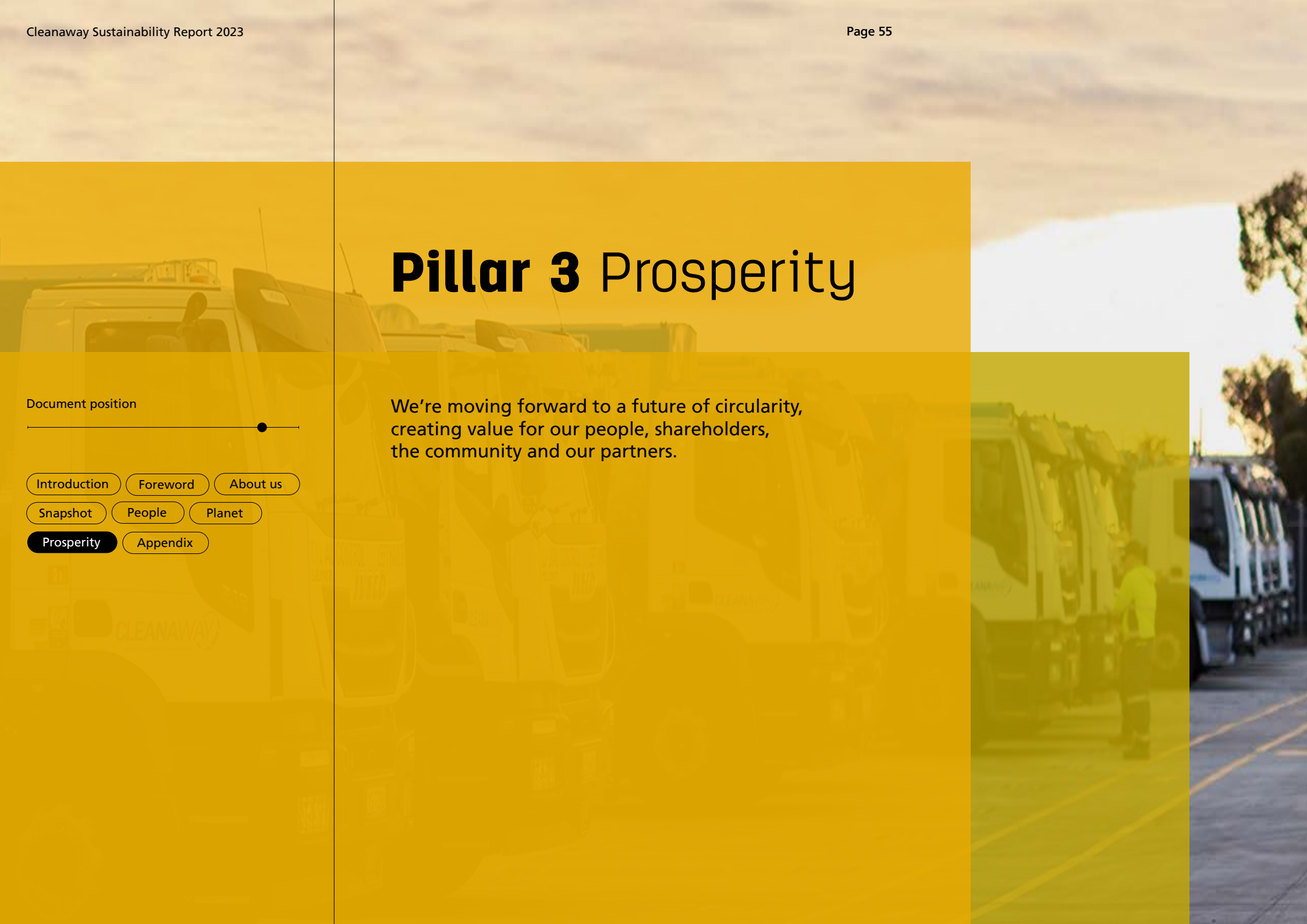
Pillar 3 Prosperity

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We're moving forward to a future of circularity, creating value for our people, shareholders, the community and our partners.



Pillar 3: Prosperity

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The prosperity of our business relies on and contributes to how we work with the community and our customers. We have an important role to play in educating the community about how to use our services correctly for safer, more sustainable outcomes.

We work with partners and suppliers that share our objectives of creating positive social and environmental impact. Together, we can advocate for a supportive regulatory environment to make the high-circularity, low-carbon transition.

Through these partnerships, we're creating sustainable change far greater than any of us can achieve alone.



Building on our promise of quality service, great value and sustainable waste solutions, we've invested in key initiatives that will provide these benefits to our customers into the future.

Customer experience

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In FY23, Cleanaway focused on our 'Sustainable customer solutions' and 'Operational excellence' Blueprint 2030 pillars to understand how to best meet our customers' needs.

Sales force effectiveness

Cleanaway's sales teams are set up to work closely with our diverse customer base to help them understand the potential of our waste services offering. Spanning the country, representatives and Account Managers are experts in the services provided by their business unit (BU) and the unique qualities of their region.

Cleanaway's decentralised model keeps our sales teams close to the operational service of the customer but can risk inconsistency as each BU matures differently. Local issues and staff turnover have put pressure on how effective sales teams can be day-to-day. That's why we have a Sales force Effectiveness Blueprint to leverage best practice sales methods across our field sales teams to drive performance improvements, increase customer focus and retain our sales employees.

The first horizon in the Blueprint strategy was to ensure a high-quality, consistent selling approach that brings together customer need and sales expertise. It involved training to minimise complexity in the selling process and set salespeople up for success. Ninety percent of the sales force have received the training so far and the principles have been included in the sales onboarding process and 'Sales Playbook'.

Sophie O'Halloran, Head of Customer Propositions

Our sales team are energised with a stronger focus on customer outcomes. Early data from the team members who completed the training shows increased face-to-face activities and increased open opportunities. This important investment in our people's skills has improved retention and wellbeing within the sales force while boosting morale.

By getting the basics right, our sales team now have more bandwidth to focus on the Cleanaway customer proposition: seamless service delivery, value for money and sustainability. Future horizons for this Blueprint will focus on offering more of Cleanaway's services across the total waste management proposition.



Case study



How Cleanaway revolutionised waste management for Curtin University

Recovering resources and diverting them from landfill is crucial to improving environmental, social and economic outcomes. That’s why our work for Curtin University, in which we’ve improved landfill diversion by nearly 47% over three years, is such a strong testament to our sustainable customer solutions value proposition.

In 2019, Curtin University were looking for a service provider that could do more than remove the waste. They wanted a partner to proactively manage their whole waste system.

Cleanaway was the chosen supplier due to our efficient, cost-effective and sustainable waste management solutions – a natural fit with Curtin University’s organisational needs, values and sustainability targets.

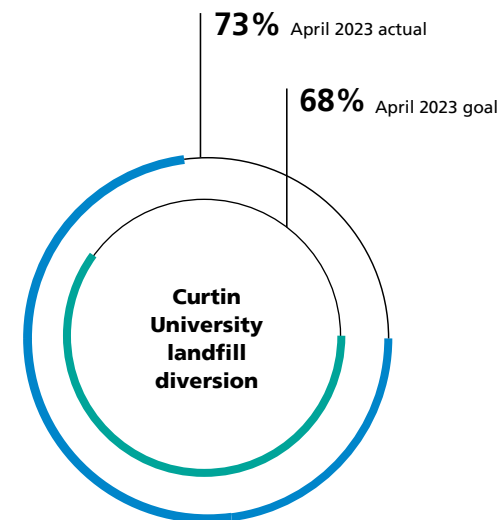
When we first started working together in April 2020, Curtin University had a baseline diversion rate of 26%. By April 2023, diversion was at 73%, exceeding our goal of 68%. In part, it can be attributed to strong segregation and management of commingled recycling on site.

On top of delivering on Curtin University’s waste needs, we also implemented initiatives to enhance service delivery. This included embedding a Cleanaway team member on campus to offer direct support, enrolling staff and students in our recycling e-learning platform, Greenius, and running education and engagement programs.

In 2021, we started targeting organics on campus as a key waste stream to divert from landfill. We added organic bins in 90 kitchens across campus to divert approximately 23.4 tonnes of organics from landfill every year. Recovery of organics is not only key to reducing methane gas from landfill but contributes to achieving our goal of a circular economy for food waste.

It’s this collaborative and integrated work that placed us as a finalist for the 2022 Government of Western Australia’s Waste Authority ‘Waste Sorted Awards’.

Today, Cleanaway continues to assist Curtin University with best practice sustainable waste management, and through our strong partnership, we are working to make a sustainable future possible together.



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Case study



Industrial and Waste Services (IWS): Customer Solutions

During the year, our IWS business secured significant contracts in the Oil and Gas sector with ExxonMobil and Santos.

The ExxonMobil contract was to undertake decommissioning tank cleaning work at ExxonMobil's Altona plant. The Santos contract spans WA, NT, QLD and SA showcasing IWS national capability with support from Cleanaway's Solids and Liquids business units. In addition, Cleanaway successfully tendered for a Snowy 2.0 contract for industrial and liquid waste services with further opportunity to extend the contract in the future.

Furthermore, a significant opportunity is related to decommissioning ageing Oil and Gas assets. Much of Australia's onshore and offshore Oil and Gas infrastructure is approaching the end of its productive life, leading to a significant forecast ramp-up in decommissioning activity through the next decade and beyond.

We are delivering on our strategy to increase our participation in the Oil and Gas sector with these significant contract wins, and with further exciting opportunities in the pipeline, we are well-placed to participate in the decommissioning growth in that sector while we continue organically growing our significant mining market share.



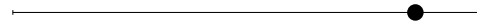
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Community impact management

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In order to create a better tomorrow for the communities in which we live and work, we need to wholly understand how our operations impact these communities. That's why protecting the safety and wellbeing of people and the environment is a foundation of Blueprint 2030.

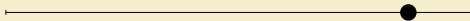
Cleanaway operates across Australia and our vehicles drive through almost every street, suburb and town. We provide essential services for Australian households and businesses while contributing economically to those communities. Sometimes our operations can negatively impact communities through noise, smell, busy roads and safety risks such as fire and traffic accidents.

Having a social license to operate gives us the ability to innovate and grow but without trust from our communities, we cannot operate effectively. It's why we need to be proactive with community impact management. To ensure government, regulators, local residents and businesses are properly involved and informed about our facilities and operations, we follow a consistent and robust community engagement approach:

 <p>Communication and feedback</p> <p>Our stakeholders can teach us a lot about our sites and help us to ensure we're designing waste management solutions that have the best outcomes for our customers and the community. We build and maintain strong relationships with our varied stakeholder groups to provide transparent, timely information about current activities and future plans, while giving them opportunities to voice any queries or concerns.</p>	 <p>Education</p> <p>Experience shows that explaining the beneficial role of a facility or project in the context of waste management, resource recovery and environmental impact can improve community sentiment and willingness to engage with us.</p>	 <p>'Design out' impacts</p> <p>We work with independent experts to identify which operations may impact the community or environment, and design solutions to mitigate these impacts. This is important for giving confidence to our community stakeholders that we're operating to the highest environmental standards.</p>	 <p>Economic contribution</p> <p>For work that has the potential to have a big impact, Cleanaway considers how we can procure locally. Increasing the community's understanding of how our projects contribute to the local economy through job creation and by purchasing with local suppliers can also help communities to accept our work.</p>
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Community education and engagement

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Cleanaway is actively involved in supporting the communities where we operate.

We work in partnership with the community to ensure our contribution goes beyond the role of essential service provider. Education, social procurement and community donations are just some of the ways we participate and make a difference. We aim to make an impact through protecting the natural environment, fostering positive attitudes towards waste management, contributing to healthier communities and championing road safety.

We play an active role in educating the community on the correct recycling approach so that the value of those waste streams can be maximised. Any kind of behaviour change requires education. We work with councils, schools and businesses to develop and implement programs that help improve sustainable practices. We also have a great inhouse team of educators who develop award-winning, specialist programs for municipalities across the country.

Lauren Grimshaw, Senior Education Officer

Greenius online learning

Another way we provide education to the public is through our Greenius online learning program, which provides bin instructions tailored to each local area and features interactive games, quizzes and fun learning modules to encourage learning from a young age. Greenius for Business helps educate businesses about waste disposal for their organisation and industry. This is a convenient and cost-effective way to train employees across different locations.

[Greenius Online Learning](#)

We play an active role in educating the community on the correct recycling approach so that the value of those waste streams can be maximised.



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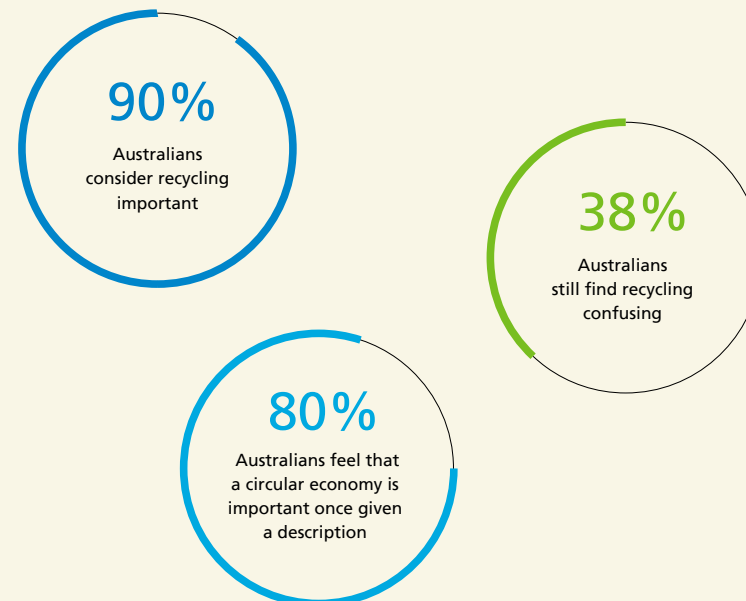
Recycling Behaviours Report

For the third year, Cleanaway in partnership with the Clean Energy Finance Corporation, conducted research into the everyday recycling challenges faced by Australians.

The resulting Recycling Behaviours Report represents an ongoing commitment from the two partners to advance recycling education and awareness in Australia, producing meaningful insights into Australians' recycling attitudes and behaviours.

This year's report continued to show the complex relationship consumers have with recycling services. It highlighted that while most Australians (90%) consider recycling important, more than one third of people (38%) still find recycling confusing, an increase of 9% from 2021.

Crucially, the results indicated that many sustainable behaviours are being driven by saving money, as the rising cost of living trumps climate change as a concern for more than three quarters of respondents.



The report provides us with meaningful insights into people's behaviours and motivations regarding recycling. It is a powerful tool for generating conversation with mainstream audiences, government stakeholders and industry partners about the role of recycling and sustainability in Australia. It also enables us to deliver empowering education that builds consumers knowledge of the recycling system, so that we can maximise the amount of valuable resources recovered, and minimise waste sent to landfill. Our aim is also to help drive policy and positive behaviour change to help move our society towards a more circular economy.

[Cleanaway Recycling Behaviours Report](#)

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Across our business, our people are passionate about helping to promote environmental sustainability.

Working together to Clean Up Australia

Cleanaway's national community partner is Clean Up Australia and in 2023, we enjoyed our eighth year working together to improve recycling and reduce waste through education and community action.

Together, we are focused on promoting the circular economy, improving the rate of organics services across Australia, reducing single-use plastic and advocating the benefits of container deposit schemes. Clean Up Australia's involvement in promoting Cleanaway's annual Recycling Behaviours Report is an example of how we work together to promote recycling and sustainable behaviours.

Clean Up Australia is a great match for Cleanaway and has made for an enduring partnership. Across our business, our people are passionate about helping to promote environmental sustainability and Clean Up Australia's grassroots approach inspires, educates and empowers us to move towards a circular economy. They are also a trusted advisor to governments at all levels and businesses which means we can work together to advocate for better sustainability outcomes. We look forward to continuing to realise our shared goals in 2024.

For more information on Clean up Australia, please visit:

cleanup.org.au



Strategic infrastructure

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Blueprint 2030 pillar 'Strategic infrastructure growth' focuses on growing Cleanaway's core business by extending and integrating our leading network of infrastructure assets to deliver on our customer value proposition of sustainability, service and value for money.

With the right infrastructure in the right locations, we can drive further network efficiency and margin growth while ensuring our operations are connected to the best resource recovery solutions.

Energy from Waste

Cleanaway believes in providing Australians the most sustainable options possible across the entire waste hierarchy. This means investing in a range of resource recovery and circularity solutions to avoid waste which can't be recycled, maximise landfill diversion, investing in world-leading technology to generate energy from residual waste. With landfill airspace diminishing and customers demanding more diversion options, Energy from Waste (EfW) facilities are a good way forward.

While the technology and emissions management systems being proposed are tried and tested internationally, Cleanaway recognises EfW is a new solution in Australia and we're committed to ensuring local governments and communities are part of this journey.

In FY23, we progressed planning approval for two significant EfW projects, one in Victoria and one in Queensland. These projects would be developed subject to approvals and supportive market conditions. The timing for transition to EfW is also likely to vary between states. Leveraging our extensive experience in complex infrastructure solutions, vertical integration, and our access to feedstock through strong customer relationships, Cleanaway remains well-positioned to lead the market in Australia's east coast.

For more information, please visit:

[Melbourne Energy and Resource Centre](#)

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Scaling up FOGO processing with Global Renewables Holdings (GRL)

Cleanaway is transitioning its GRL alternative waste treatment facility at Eastern Creek, NSW into the largest Food Organics Garden Organics (FOGO) processing facility in Australia. This will fill the sizable gap in Australia’s FOGO market capacity. Our investment in Australia’s FOGO processing infrastructure will support councils and residents ahead of national targets to collect this waste stream from every household by 2030. We are strategically positioned to capitalise on this emerging opportunity in line with our Blueprint 2030 strategy and circularity goals.

The Cleanaway team at GRL has nearly two decades of experience with producing organic products for soil amendment and will be using this expertise to ensure Sydney’s FOGO is processed into high-value products that contribute to the circular economy.

We conducted successful trials at the facility in December 2022 that validated our ability to process kerbside FOGO material into an Australian Standard compost product. The site continues to be upgraded in line with an expected increase in FOGO volumes over the coming years.

The upgraded GRL facility will also help us deliver higher landfill diversion and better carbon outcomes than red bin waste sent directly to landfill. The diversion of FOGO from landfill is a crucial component of creating more sustainable resource recovery, as organic waste trapped in landfill releases methane, a greenhouse gas that contributes to global warming.

For more information, please visit:

[Global Renewables Holdings \(GRL\)](#)

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New clinical waste treatment infrastructure for our Health Services business

Cleanaway's Health Services business holds the responsibility for the secure and effective management of all types of medical waste.

Recently, we have made substantial investment by acquiring new autoclaves. These highly pressurised processing vessels employ a combination of moisture and heat to sterilise clinical and related waste. The efficient decontamination process is an essential component of our healthcare services, and the incorporation of autoclave technology enables us to significantly enhance our customer support capabilities through increased capacity, efficiency, and safety.

This strategic investment follows a significant fire incident that took place at our facility in Dandenong towards the end of FY22. In response, we have successfully introduced two new autoclaves within the facility. These installations not only introduce improved methods for medical waste treatment but also reduce the risks linked to potential future fire incidences.

Complementing our existing autoclave facilities at our Silverwater facility, autoclave technology has also been installed at our Yatala health facility. This initiative enables streamlined processing and elevated safety standards for our Health Services business.



Responsible supply chain

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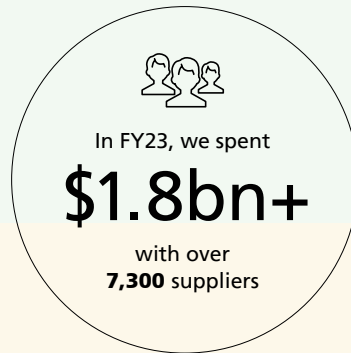


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To make sustainable change greater than we ever have before, we must carefully consider the actions of the companies we work with.

We support Australian businesses by sourcing goods, resources, and services locally and sustainably. With a strong sense of responsibility, we work alongside partners to optimise our operations and supply chain, prioritising positive outcomes for both people and the planet.

Cleanaway operates diverse supply chains across various industries and regions, collaborating with like-minded organisations aligned with our social and environmental goals.



Our suppliers provide a diverse range of goods and services to help us deliver waste management, industrial, environmental and health services.

For more information, please visit:

[Cleanaway Responsible Business](#)

We remain committed to increasing the diversity of our supply chain by supporting First Nations' businesses and social enterprises, that help the community and public by addressing social issues, providing employment and training, or helping the environment.

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

[Social Procurement Statement](#)

Given the nature of our business and regulatory requirements, we have strict processes to manage environmental risks in our supply chain. Through our supplier selection process, we evaluate suppliers capability to manage environmental risks and minimise any adverse impacts of their goods and services. Each supplier must meet strict environmental criteria and adhere to our Supplier Code of Conduct.

[Supplier Code of Conduct](#)

In FY23, we implemented new supplier information management software that asks suppliers sustainability questions during the onboarding process. It helps us to manage our modern slavery obligations and captures useful information around supplier diversity.

In FY23, we spent:



▲ FY22 **\$317.3M**
 with small-to-medium enterprises



▲ FY22 **\$9.5M**
 with First Nations businesses



▲ FY22 **\$3.5M**
 with Social enterprises

Responsible supply chain

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Addressing modern slavery

We have a responsibility to ensure our supply chain is free from modern slavery. Our work to manage modern slavery risks supports our commitment to respect human rights, in line with the UN Guiding Principles on Business and Human Rights (“UNGPs”). This means, avoiding infringing on the human rights of others and addressing adverse human rights impacts where we may be involved.

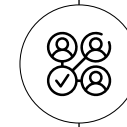
During FY23, we engaged a specialist firm to undertake a gap analysis and identify opportunities to further enhance Cleanaway’s modern slavery risk management approach. Key recommendations were incorporated into our existing modern slavery workplan.

We enhanced our compliance framework by revising our Supplier Code of Conduct, to support and reiterate our commitment to respecting the human rights of our employees and those who work with and for us.

Refer to the 2023 Cleanaway Modern Slavery Statement for more information:

[Cleanaway Modern Slavery Statement](#)

Actions undertaken in FY23 include:



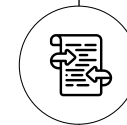
Completing desktop audits of over 150 global higher-risk suppliers.



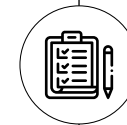
Undertaking three in-person independent audits of higher-risk suppliers, including one international supplier.



Strengthening our Supplier Code of Conduct by developing specific criteria related to labour rights issues that clearly prohibit the use of modern slavery.



Developing a library of tiered modern slavery clauses based on risk to be added to central procurement contract templates in FY24.



Communicating with Owner Drivers and temporary workers regarding modern slavery and our requirements.

Supplier spotlight



Flagstaff Group:
providing meaningful employment opportunities for people with disabilities.

Since its establishment in 1966, Flagstaff is a disability social enterprise, offering community programs with the purpose of providing meaningful employment opportunities for people with a disability.

With a team of 450 employees, including 270 with disabilities, Flagstaff has an aspiration of employing as many people with disability as possible.

All employees are inducted, given on-the-job training and support, and are provided assistance throughout the onboarding process. As a not-for-profit, Flagstaff reinvests all profits back into the lives of people with a disability by providing entry opportunities into the workforce and life skills training.

Flagstaff provides their workers with development opportunities in the form of budgeting, money management skills, public transport education, literacy and numeracy courses and supper clubs, designed to boost confidence whilst socialising.

For over 15 years, Cleanaway has had a dedicated partnership with Flagstaff, fostering a unique collaboration that is redefining the landscape of workplace diversity. Cleanaway provides Flagstaff with recyclable materials including cardboard, plastic, and paper from our operations by which the materials are processed and bailed for further recycling by Flagstaff.

Our collaboration not only showcases our joint commitment to a circular economy but also serves as a testament to our dedication to employee development for people with disabilities providing jobs, life skills and workplace inclusion.

For more information, please visit:

flagstaffgroup.com



Cleanaway are extremely proud of our long-term relationship with Flagstaff having been both a customer and service provider for over 15 years"

– David Moon, Regional Manager Solid Waste Services, South Coast NSW

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Advocacy and policy leadership

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In playing our part in society to a more sustainable future, Cleanaway advocates for our industry, government and community to work together to create the conditions for better waste management.

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

We provided a submission to the Independent Review of Australian Carbon Credit Units (ACCU). The review was set up to maintain confidence in the ACCU scheme and the carbon crediting framework. Cleanaway representatives also provided direct consultation to the review panel.

Cleanaway is a member of a Landfill Gas Technical Working Group which examines robust science-based calculations of methane emissions from landfills.

In FY24, we will be working with the Department of Climate Change, Energy, the Environment and Water (DCCEEW) to review our treatment of landfills in terms of the 'Safeguard Mechanism', which is a policy for reducing emissions at Australia's largest industrial facilities. This follows on from our contribution to the government Safeguard Mechanism Reform process.

DCCEEW are currently working to improve how landfill gas emissions are reported in Australia. We've been working closely with DCCEEW throughout FY23 to improve existing reporting and will continue this relationship into FY24 as we define a robust, science-based method to capture landfill emissions accurately.

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

Advocacy and policy leadership

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Regulatory responsiveness

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

We are part of industry associations that advocate for policies that actively advance the circular economy in Australia.

This includes the following industry networks and associations:



Waste Management and Resource Recovery Association Australia (WMRR)

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



National Waste and Recycling Industry Council (NWRIC)

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



Battery Stewardship Council

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



For a comprehensive list of memberships of associations, please visit:

[Cleanaway ESG Databook](#)

Economic contribution

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Cleanaway contributes directly and indirectly to the Australian economy while facilitating the smooth functioning of society by providing an essential service – the timely collection, treatment, resource recovery, and disposal of waste.

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

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



Metrics	FY23 (\$m)	FY22 (\$m)
Net revenue	2,965.8	2,603.8
Net debt	1,533.1	1,656.6
Net equity	2,941.5	2,625.3
Economic value generated	3,577.6	3,012.7
Economic value distributed		
Operating costs	1,184.6	1,016.9
Employee wages and benefits	945.8	820.5
Payments to providers of capital	173.7	137.4
Payments to government	1,056.8	798.1
Community investment	0.4	0.5
Total economic value distributed	3,361.3	2,773.4
Economic value retained	216.3	239.3

For more detail on our financial performance:

[Cleanaway Financial Report](#)

Tax transparency

We incur, collect and remit taxes to federal, state and local governments. During FY23, \$674.7 million in taxes were borne by Cleanaway, and \$382.1 million in taxes were collected and remitted by Cleanaway.

[Cleanaway Tax Transparency Report](#)

A message from the Head of Sustainability

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Making a sustainable future possible together.

At Cleanaway, sustainability is at the core of what we do. Our aspiration is to be Australia’s most innovative and sustainable waste management and resource recovery company, and a leader in the domestic circular economy.

In my role as Head of Sustainability, I have the privilege to work alongside our 7,500+ team as we focus on operational excellence, strategic infrastructure growth, and sustainable customer solutions as part of our Blueprint 2030 strategy.

This is a fascinating industry that touches everyone’s lives and I’m immensely proud to be part of it. Each and every day, our drivers, operators and support staff work tirelessly to manage the stuff that we collectively discard.

Paradoxically, as a society, we are all part of the problem, and equally, all part of the solution.

On one level, the essential service that Cleanaway provides enables businesses to operate and keeps our communities and the environment safe. But it also represents extraordinary potential to do something more with the resources that our society discards.

We have come a long way in the past few years, and we have a long way to go.

Waste resources pose profound moral, technical, and regulatory questions. Whilst there is a significant opportunity to create circular solutions for waste, there are also hurdles that we need to overcome, some directly in our control and many not.

As an industry, we need to figure out how to deal with contamination in waste, with product design that prevents or complicates recovery, with a patchwork of local government recycling requirements, and the myriad of messages leading to widespread confusion in our communities.

How can government help create end markets by, for instance, mandating recovery for construction and demolition, or recycled content in packaging? What greater role can others in the value chain, from the finance industry to consumers, play?

These challenges contain enormous opportunities for those who are prepared to work together, share the successes and failures of innovation and take measured risks.

I am looking forward to seeing the progress we make in the coming years as an industry and a community, as we work to make a sustainable future possible together.

Richard Pittard
Head of Sustainability



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Statement of Use: Disclosures in Cleanaway’s 2023 Sustainability Report have been made with reference to the following GRI content index. **GRI 1:** Foundation 2021

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	2-2	Entities included in the organization’s sustainability reporting	Introduction	pg. 2
	2-3	Reporting period, frequency and contact point	Introduction	pg. 2
	2-5	External assurance	Limited Assurance statement	pg. 78
	2-6	Activities, value chain and other business relationships	About us Partnering for circularity	pg. 8 pg. 51
	2-7	Employees	People snapshot Employees tab of ESG Databook	pg. 12
	2-8	Workers who are not employees	Health and safety Responsible supply chain Employees tab of ESG Databook	pg. 17 pg. 67
	2-9	Governance structure and composition	Appendix 3 - Governance and transparency Corporate Governance Statement Annual Report	pg. 84
	2-10	Nomination and selection of the highest governance body	Appendix 3 - Governance and transparency Corporate Governance Statement	pg. 84
	2-11	Chair of the highest governance body	Appendix 3 - Governance and transparency Corporate Governance Statement	pg. 84
	2-12	Role of the highest governance body in overseeing the management of impacts	Appendix 3 - Governance and transparency Corporate Governance Statement	pg. 84
	2-13	Delegation of responsibility for managing impacts	Statement from CEO Appendix 2 - Governance of Sustainability Corporate Governance Statement	pg. 12 pg. 84
	2-14	Role of the highest governance body in sustainability reporting	Appendix 2 - Governance of Sustainability	pg. 83
	2-15	Conflicts of interest	Appendix 3 - Governance and transparency Corporate Governance Statement	pg. 84
	2-16	Communication of critical concerns	Appendix 3 - Governance and transparency	pg. 84
	2-17	Collective knowledge of the highest governance body	Appendix 3 - Governance and transparency Annual Report	pg. 84
	2-18	Evaluation of the performance of the highest governance body	Appendix 3 - Governance and transparency Annual Report	pg. 84
	2-19	Remuneration policies	Appendix 3 - Governance and transparency Remuneration report	pg. 84
	2-20	Process to determine remuneration	Appendix 3 - Governance and transparency Remuneration report	pg. 84
	2-21	Annual total compensation ratio	Appendix 3 - Governance and transparency Employees tab of ESG Databook	pg. 84
	2-22	Statement on sustainable development strategy	About us Blueprint 2030 Our stakeholders tab ESG Databook	pg. 8

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	2-24	Embedding policy commitments	Appendix 3 - Governance and transparency Corporate Governance Statement	pg. 84
	2-25	Processes to remediate negative impacts	Appendix 3 - Governance and transparency Corporate Governance Statement	pg. 84
	2-26	Mechanisms for seeking advice and raising concerns	Employee wellbeing Appendix 3 - Governance and transparency Corporate Governance Statement	pg. 31 pg. 84
	2-27	Compliance with laws and regulations	Appendix 3 - Governance and transparency Corporate Governance Statement	pg. 84
	2-28	Memberships of associations	Regulatory responsiveness and advocacy Stakeholder engagement tab of ESG Databook	pg. 71
	2-29	Approach to stakeholder engagement	Stakeholder engagement Stakeholder Engagement tab in ESG Databook	pg. 70
	2-30	Collective bargaining agreements	Labour practices Employees tab in ESG Databook	pg. 32
GRI 3: Material Topics	3-1	Process to determine material topics	Appendix 1 - Materiality Materiality tab in ESG Databook	pg. 82
	3-2	List of material topics	Appendix 1 - Materiality Materiality tab in ESG Databook	pg. 82
	3-3	Management of material topics	Appendix 1 - Materiality Materiality tab in ESG Databook	pg.82
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Economic contribution Economic contribution tab in ESG Databook	pg. 72
	201-2	Financial implications and other risks and opportunities due to climate change	Climate Change Annual Report	pg. 48
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Community impact management, Strategic infrastructure	pg. 60 pg. 64
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Responsible supply chain Modern Slavery Statement	pg. 67
GRI 207: Tax 2019	207-1	Approach to tax	Economic contribution Tax Transparency Report	pg. 72
	207-2	Tax governance, control, and risk management	Tax Transparency Tax Transparency Report	pg. 72
	207-3	Stakeholder engagement and management of concerns related to tax	Tax Transparency Tax Transparency Report	pg. 72

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GRI 302: Energy 2016	302-1	Energy consumption within the organization	1.5° C ambition Greenhouse gas emissions tab of ESG Databook SASB Indicators tab of ESG Databook	pg. 44
	302-2	Energy consumption outside of the organization	1.5° C ambition Greenhouse gas emissions tab of ESG Databook SASB Indicators tab of ESG Databook	pg. 44
	302-4	Reduction of energy consumption	1.5° C ambition Greenhouse gas emissions tab of ESG Databook SASB Indicators tab of ESG Databook	pg. 44
	302-5	Water consumption	Environment tab of ESG Databook	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Carbon snapshot 1.5° C ambition Greenhouse gas emissions tab of ESG Databook SASB Indicators tab of ESG Databook	pg. 15 pg. 44
	305-2	Energy indirect (Scope 2) GHG emissions	Carbon snapshot 1.5° C ambition Greenhouse gas emissions tab of ESG Databook SASB Indicators tab of ESG Databook	pg. 15 pg. 44
	305-5	Reduction of GHG emissions	Carbon snapshot 1.5° C ambition Greenhouse gas emissions tab of ESG Databook	pg. 15 pg. 44
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	SASB Indicators tab of ESG Databook	
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Circular Economy Multiple locations throughout the report	pg. 50
	306-2	Management of significant waste-related impacts	Environmental risk and compliance Circular Economy Multiple locations throughout the report	pg. 37 pg. 50
	306-4	Waste diverted from disposal	Circular Economy Resource recovery snapshot SASB Indicators tab of ESG Databook	pg. 50 pg. 14
	306-5	Waste directed to disposal	Circular Economy Resource recovery snapshot SASB Indicators tab of ESG Databook	pg. 50 pg. 14
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Responsible supply chain	pg. 67
	308-2	Negative environmental impacts in the supply chain and actions taken	Environmental risk and compliance 1.5° C ambition	pg. 37 pg. 44
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Talent attraction and retention Employees tab of ESG Databook	pg. 33
	401-3	Parental leave	Flexible work and employment Employees tab of ESG Databook	pg. 26

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GRI standard	Indicator	Description	Location	Reference
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Health and Safety Governance tab of ESG Databook	pg. 19
	403-2	Hazard identification, risk assessment and incident investigation	Health and Safety Environmental risk and compliance	pg. 18 pg. 37
	403-3	Hazard identification, risk assessment and incident investigation	Health and Safety	pg. 18
	403-4	Worker participation, consultation, and communication on occupational health and safety	Health and safety	pg. 18
	403-5	Worker training on occupational health and safety	Health and Safety Governance tab of ESG Databook	pg. 23
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and safety	pg. 21
	403-8	Workers covered by an occupational health and safety management system	Health and safety	pg. 18
	403-9	Work-related injuries	Health and safety	pg. 19
	403-10	Work-related ill health	Health and safety	pg. 19
	GRI 404: Training and Education 2016	404-2	Programs for upgrading employee skills and transition assistance programs	Talent attraction and retention
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	People snapshot Workplace culture, diversity and inclusion Employees tab of ESG Databook	pg. 12 pg. 25
	405-2	Ratio of basic salary and remuneration of women to men	Employees tab of ESG Databook	
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	Responsible supply chain Modern Slavery Statement	pg. 68
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Responsible supply chain Modern Slavery Statement	pg. 68
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Community impact management SASB Indicators Tab in ESG Databook	pg. 60
	413-2	Operations with significant actual and potential negative impacts on local communities	Community impact management SASB Indicators Tab in ESG Databook	pg. 60
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Responsible supply chain	pg. 67
	414-2	Negative social impacts in the supply chain and actions taken	Responsible supply chain Modern Slavery Statement	pg. 68
GRI 415: Public Policy 2016	415-1	Negative social impacts in the supply chain and actions taken	Cleanaway does not make political donations	



Independent Limited Assurance Report to the Management and Directors of Cleanaway Waste Management Limited

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Our Conclusion:

Ernst & Young ('EY', 'we') were engaged by Cleanaway Waste Management Limited ('Cleanaway') to undertake a limited assurance engagement as defined by Australian Auditing Standards, hereafter referred to as a 'review', over the Subject Matter defined below for the year ended 30 June 2023. Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe the Subject Matter has not been prepared, in all material respects, in accordance with the Criteria defined below.

What our review covered

We reviewed the following Subject Matter:

Cleanaway's reported performance of its selected sustainability performance data ('Subject Matter') as included in Cleanaway's 2023 Sustainability Report and ESG databook ('the Report').

We reviewed a selection of sustainability disclosures ('Selected Disclosures'), as shown in the table to the right.

Criteria applied by Cleanaway

In preparing the Selected Disclosures, Cleanaway applied the following Criteria:

- Cleanaway's own custom criteria, as defined throughout the Report and the Basis of Preparation within the ESG databook and informed by SASB Waste Management Standard
- In preparing Selected Disclosures (Climate change), Cleanaway applied its own custom criteria, informed by the Greenhouse Gas (GHG) protocol and National Greenhouse and Energy Reporting Regulations 2008 ("NGER Regulations")

Selected Disclosures		Report page
Climate change	Total gross Scope 1 greenhouse gas emissions (kt CO ₂ -e)	15, 45
	Total gross Scope 2 greenhouse gas emissions (kt CO ₂ -e)	15, 45
	Net Scope 1 and 2 greenhouse gas emissions (kt CO ₂ -e)	15, 45
	Total landfill gas captured (PJ)	ESG Databook
	Total landfill gas captured (Mm3)	15
	Landfill gas – % flared	ESG Databook
	Landfill gas – % used for generation by Cleanaway	ESG Databook
	Landfill gas – % sent to 3rd parties	ESG Databook
	Renewable energy generated from landfill (GWh)	15
Fines	Number of Direction notices received	38
	Number of infringement notices received	38
	Value of infringement notices received (\$AUD)	38
Safety	Number of Recordable Injuries	19
	Total Recordable Injury Frequency Rate (TRIFR)	11, 19
People	Percentage (%) of females at the CEO+1 level	12, 29
	Percentage (%) of females at the CEO+2 level	12, 29
	Turnover, broken down by: <ul style="list-style-type: none"> • Total turnover • Male turnover • Female turnover 	ESG Databook
Resource recovery	Waste incinerated (t)	ESG Databook
	Total waste recycled through the NSW, QLD, WA and SA Container Deposit Scheme (kt)	14
	Oil recovered (ML)	14
	Oil used by hydrocarbon division as input into WTE (kL)	ESG Databook
	Paper and cardboard recycled (kt)	14
	Plastic recycled (kt)	14

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Key responsibilities

EY's responsibility and independence

Our responsibility is to express a conclusion on the Subject Matter based on our review. We have complied with the independence and relevant ethical requirements, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

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

Cleanaway's responsibility

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

Our approach to conducting the review

We conducted this review in accordance with the Australian Auditing and Assurance Standards Board's Australian Standard on Assurance Engagements Other than Audits or Reviews of Historical Financial Information ('ASAE 3000') and the terms of reference for this engagement as agreed with Cleanaway on 19 May 2023. That standard requires that we plan and perform our engagement to express a conclusion on whether anything has come to our attention that causes us to believe that the Subject Matter is not prepared, in all material respects, in accordance with the Criteria, and to issue a report.

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Liability limited by a scheme approved under Professional Standards Legislation

Summary of review procedures performed

A review consists of making enquiries, primarily of persons responsible for preparing the Selected Disclosures and related information and applying analytical and other review procedures.

The nature, timing, and extent of the procedures selected depend on our judgement, including an assessment of the risk of material misstatement, whether due to fraud or error. The procedures we performed included, but were not limited to:

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

We also performed such other procedures as we considered necessary in the circumstances.

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



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Inherent limitations

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

While we considered the effectiveness of management’s internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to assessing aggregation or calculation of data within IT systems.

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

Other matters

We have not performed assurance procedures in respect of any information relating to prior reporting periods, including those presented in the Subject Matter. Our report does not extend to any disclosures or assertions made by Cleanaway relating to future performance plans and/or strategies disclosed in Cleanaway’s 2023 Sustainability Report.

Use of our Assurance Report

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

Our review included web-based information that was available via web links as of the date of this statement. We provide no assurance over changes to the content of this web-based information after the date of this assurance statement.

Ernst & Young

Melbourne, Australia

19 September 2023

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Materiality

This report focuses on the sustainability risks, opportunities and impacts that hold significant relevance for both our organisation and our stakeholders. Given the importance of reflecting current and emerging trends, we undertook a full materiality assessment in 2023, engaging with a wide range of internal and external stakeholders.

Throughout the assessment process, we considered evolving global Environmental, Social and Governance (ESG) trends and the alignment with our Blueprint 2030 strategy.

While reaffirming the significance of our material topics, the outcomes of the assessment also prompted certain adjustments aimed at simplification and reprioritisation of material topics.

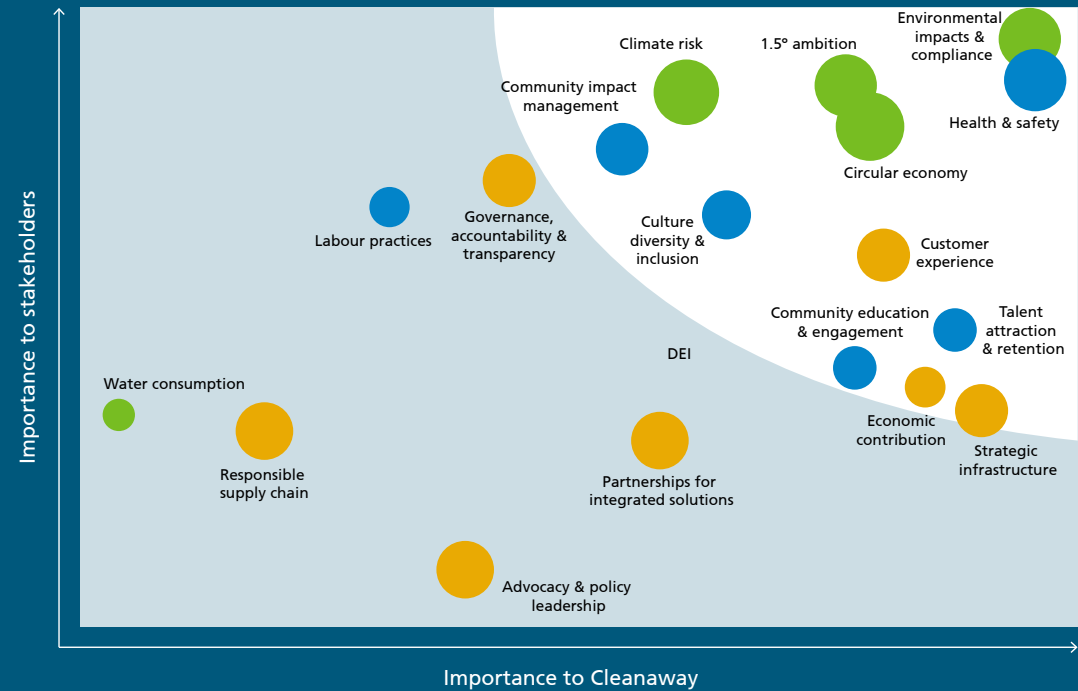
These topics are systematically linked to our ESG pillars: People, Planet and Prosperity.

Subsequently, we developed a refreshed materiality matrix to visually illustrate the relative significance of these topics for Cleanaway and our stakeholders. The size of the bubble within the matrix corresponds to the potential impact of the respective topic on people, the planet, and prosperity.

[Cleanaway ESG Databook](#)

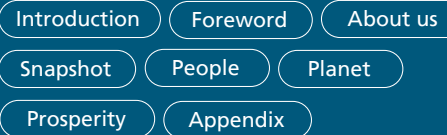
FY23 Materiality Matrix

● People ● Planet ● Prosperity



Appendix 2

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Governance of sustainability

Cleanaway recognises that a high standard of corporate governance ensures we are held to account in achieving our goal of making a sustainable future possible together.

It means our stakeholders interests are protected through effective oversight, risk management and transparency.

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

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

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

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

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

Our Board Audit and Risk Committee is responsible for the risk management framework; in particular ensuring that sustainability and climate-related risks are assessed and managed under our enterprise-wide risk management framework.

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Governance and transparency

Corporate Structure

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

Board structure and composition

Our Board comprises four male and three female Independent Non-Executive Directors and our CEO. We select our Board members based on the wide-ranging skills and perspectives that they can contribute to guiding our business strategy and activities.

In considering the selection, appointment and re-election of Directors, Cleanaway's Board will maintain an appropriate balance of skills, experience, expertise and diversity. Cleanaway's Board carefully considers the character, experience, education and skill set, as well as interests and associations, of each potential candidate for appointment to the Board and conducts appropriate checks to verify the suitability of the candidate prior to their appointment as a Director.

For example, some of our current board members have worked with entities closely linked with climate-related issues, such as the Australian Renewable Energy Agency and Hydro Tasmania. Others have worked in executive sustainability roles which have also required an understanding of climate-related issues. Such experience brings a valuable, multi-layered understanding of climate issues.

For more information on Corporate Governance, follow the link:

[Corporate Governance Statement](#)

Risk & Compliance

The Board of Directors and Executive Management of Cleanaway are committed to the establishment of a sound system of risk oversight, management, and internal control. The Board has adopted an Enterprise Risk Management Policy that sets out Cleanaway's commitment to proactive enterprise risk management and compliance. The policy is supplemented by an Enterprise Risk Management Methodology that seeks to embed risk management processes into Cleanaway's business activities

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

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

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

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Cyber Security

The security of corporate and customer information is critical for Cleanaway, with the protection of our network and data being key areas of focus. Cleanaway has been investing in our cyber resilience over several years.

Our data management procedures prioritise security and compliance. In our continual commitment to robust cybersecurity management, we implement careful practices to protect sensitive information. Processes and policies exist to purge sensitive customer information once used.

Certain personal identification documents such as heavy vehicle drivers' licences are required to be retained for Work Health and Safety (WHS) and compliance requirements, this is limited to a specific subset of employees, and we do not retain any personally identifiable information from our customers.

Applicant data is retained in our tracking system for potential future roles, but we only gather personally identifiable information for successful applicants such as licences to operate machinery or work rights validation. To enhance security, we have two-factor authentication for publicly accessible systems and maintain a controls to restrict internet access to necessary back-office systems and devices.

Bulk data exports are limited to users with privileged access, and closely monitored for accountability. Access to personal information is strictly limited to relevant roles, and we adhere to industry standards such as OWSAP, NIST, AESCSF, ASD8 and PCI DSS.

Our commitment to security is evident through annual audits conducted by EY for Financial Controls and Joint Ventures, as well as cybersecurity assessments by Deloitte, in conjunction with annual penetration testing to ensure maximum security.

Corporate Governance

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

- [Corporate Governance Statement](#)
- [Diversity and Inclusion Engagement Plan](#)
- [Anti-Bribery and Corruption Policy](#)
- [Audit and Risk Committee Charter](#)
- [Board Charter](#)
- [Corporate Code of Conduct](#)
- [Continuous Disclosure Policy](#)
- [Diversity and Inclusion Policy Statement](#)
- [Environment Policy](#)
- [Health and Safety Policy](#)
- [Human Rights Policy](#)
- [Human Resource Committee Charter](#)
- [Securities Trading Policy](#)
- [Shareholder Communications Policy](#)
- [Sustainability Committee Charter](#)
- [Whistleblower Policy](#)