

Diversity & Inclusion Policy

Policy Owner: Chief People Officer
Approved on: 24 June 2026



1. Introduction

Cleanaway thrives through the efforts of all our people located across more than 300 sites, reflecting the diversity of the communities we serve. Our workforce encompasses individuals with a range of backgrounds, skills, and experiences that enrich our organisation, benefit our customers, and other key partners. We believe in the strength that arises from the variety of perspectives we embrace, whether rooted in distinct cultures or unique backgrounds and diverse perspectives. Our commitment extends to fostering a work culture where everyone feels a sense of belonging and security in their identity, enabling personal growth, and contributing to our mission.

2. Scope

This Policy applies to all Cleanaway employees, contractors and consultants engaged by Cleanaway Waste Management Ltd.

3. Our commitment

Cleanaway recognises the benefits that diversity and inclusion brings to our organisation, our customers and other key stakeholders. Our Diversity & Inclusion Policy and supporting processes are aimed at creating a culture where our employees understand that everyone is unique, and that managing diversity and ensuring we have an inclusive environment makes us more productive, innovative and competitive.

Cleanaway is committed to creating safe, inclusive workplaces, free from discrimination and grounded in cultural recognition, respect and inclusion.

Our commitment to diversity and inclusion extends to all areas of our business and at all levels of our organisation. This includes recruitment, selection and appointment to roles, promotions, training and development, remuneration and reward, retention of employees, forms of leave and flexible working arrangements, succession planning and company policies and procedures.

Cleanaway is committed to ensuring that all employees, regardless of gender identity, ethnicity, nationality, sexual orientation, disability, cultural background and age, are able to equally participate in our workforce, management, executive leadership team and on the Board.

4. Board and Executive Diversity

Cleanaway recognises the considerable value that diverse perspectives bring to formal decision-making and is committed to fostering diversity and inclusion at Executive and Board level.

In line with this commitment, diversity will be considered in Executive leadership and Board appointments. This includes, but is not limited to, consideration of attributes such as gender identity, ethnicity, nationality, sexual orientation, disability, cultural background, age and experience.

These considerations apply across selection processes and succession planning for Executive Team and Board roles, with the aim of supporting the achievement of Cleanaway's diversity objectives.

5. Promoting diversity & inclusion

In order to facilitate greater diversity and inclusion in our workforce, Cleanaway is committed to the following initiatives. The achievement of these objectives will occur based on meritocracy, fairness, equality and in accordance with applicable legislation. Importantly, Cleanaway recognises that equality does not address factors that have contributed historically to existing barriers to workforce entry and career development, and will actively incorporate **equity** as a criteria in decision making.

- **Reconciliation Action Plan (RAP):** Cleanaway is committed to exploring, building and increasing the cultural competency of our business and delivering on meaningful actions which support reconciliation. We acknowledge the importance of reflecting on our own knowledge systems and valuing the cultural equity brought to the business through First Nations ways of knowing, doing and being.
- **Workforce Composition:** Cleanaway analyses our workforce profile to determine key representation metrics. Targets are agreed annually by the Executive Committee and endorsed by the Board of Directors. Progress towards these objectives will be achieved through policies and programs that promote an inclusive culture at every stage of the employee life cycle. Our achievements against these targets will be reported on in Cleanaway's Annual Report and Sustainability Report. Cleanaway acknowledges its current RAP commitment to maintaining at least 3% First Nations representation across its workforce.
- **Inclusion Capability:** Cleanaway is committed to uplifting the capabilities (mindsets, knowledge, skills, and behaviours) of our people and leaders to improve inclusion. This includes specific training for managers as well as broader training and education for the general workforce, including recognition of days of significance.
- **Respect:** Cleanaway ensures that our operations are conducted safely, and that the workplace has a zero tolerance of discrimination, harassment, bullying and other unacceptable behaviours. We facilitate a culture where our people feel safe to speak up. Cleanaway acknowledges its responsibilities under Workplace Health and Safety Legislation to creating environments free from psychosocial hazards that support the social and emotional health and wellbeing of all employees.
- **Employee consultation:** Cleanaway utilises our employee listening strategy and platforms and employee representative groups to continuously listen to our people to provide a consistent, equitable and positive employment experience.

- **Attraction and Retention:** Cleanaway fosters an environment that seeks to develop and retain our workforce through leveraging our workforce composition and embracing differences as opportunities to learn, innovate and grow. Recruitment and selection practices, at all levels of Cleanaway, are structured so that a diverse range of candidates are considered, and any conscious or unconscious biases that might discriminate against certain candidates are avoided. We operate in a competitive labour market and therefore believe that by valuing and embracing diversity, we will ensure we attract candidates from the widest possible pool of available talent.
- **Support for parents and carers:** Cleanaway recognises that all employees (regardless of gender identity or sexual orientation) at all levels may have domestic responsibilities and we shall, where possible and appropriate, adopt flexible working practices that will assist them to meet those responsibilities. Cleanaway will also provide opportunities for employees who are on extended parental leave to maintain their connection with the company via 'Keeping In Touch Days', as per the Parental Leave Policy.
- **Talent Management:** Cleanaway is committed to embedding diversity and inclusion initiatives into our broader talent management processes including training and development and succession planning. By doing this, we will support the development of all talent and ensure that all employees have equal access to the appropriate development opportunities to prepare them for leadership, senior management and other career pathways.
- **Pay Equity:** Cleanaway has an annual remuneration review process to identify pay equity gaps and establish action plans to address any differences.

6. Roles and responsibilities

The role of the Board is to:

- Establish our diversity and inclusion measurable objectives
- Assess the progress towards achieving those objectives

The role of the Executive Team is to:

- Promote Cleanaway's diversity and inclusion objectives
- Review progress against those objectives
- Report on progress to the Human Resources Committee

The role of all leaders is to:

- Role model inclusive behaviours and communicating their commitment to diversity and inclusion
- Ensure their teams adhere to Cleanaway's policies relating to diversity and inclusion including; Respectful Workplace Policy and Sexual Harassment Policy
- Promptly address inappropriate behaviours, in line with the relevant policies

The role of all employees is to:

- Demonstrate inclusive workplace behaviours
- Speak up and take action against inappropriate behaviours
- Adhere to Cleanaway's policies relating to diversity and inclusion including; Respectful Workplace Policy and Sexual Harassment Policy.

7. Reporting on progress

Cleanaway's achievement of this Policy's objectives will be disclosed in annual reporting, including the Cleanaway Corporate Governance Statement, Annual Report and Sustainability Report.

Cleanaway will also meet any external reporting obligations regarding diversity and inclusion as appropriate, including annually to the Workplace Gender Equality Agency (WGEA).

8. Policy review

This Policy is reviewed periodically, or as otherwise as required to ensure that it is operating effectively and fit for purpose. If changes are required, they will be recommended to the Board for approval.

A copy of this Policy is available on our portal and website.

This Policy Statement was reviewed and approved by the Board on 24 June 2026.