



Cleanaway Gender Pay Gap Report 2025

CLEANAWAY
Making a sustainable future possible together

Message from our CEO and Managing Director

At Cleanaway, we champion a workplace where, regardless of gender, every individual can thrive with equal access to opportunities, resources and rewards. By challenging ourselves to increase the representation of women across all levels - particularly in operations, leadership, and roles traditionally dominated by men - we are building a stronger, more inclusive organisation that reflects the diverse communities we serve.

We are proud of our gender equity progress across Cleanaway. Over the past year, we've seen an increase in women across our leadership cohort and operational roles, along with a continued reduction in both our base salary and total remuneration pay gaps. We continue to build on our women in leadership targets in line with our HESTA 40:40 commitment and are pleased to see improvements here in 2025.

We also refreshed our Respect@Cleanaway program to focus on four key pillars: education, leadership, accountability and prevention, with clear behavioural expectations that ensure respect remains at the heart of our culture.

Our Employment Pathways programs continue their vital role in attracting and supporting more women into our workforce. Cleanaway's Gender Equity Network also continues to provide a voice for our employees and drive important initiatives across the business, including the development of our Overtime and Penalty Rates Guide for Leaders. This helps drive greater consistency, fairness, and transparency in the application of these allowances across the business.

While this report shows ongoing and meaningful change, we know our gender equity journey does not end here.

This requires ongoing commitment and collaboration, and every one of us has a role to play in creating a workplace where everyone feels safe, respected, and empowered to reach their full potential. Together, we'll continue building a Cleanaway that reflects the diversity of our people and communities, and where equity and inclusion remain at the core of everything we do.



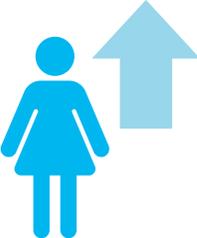
Mark Schubert
CEO and Managing Director



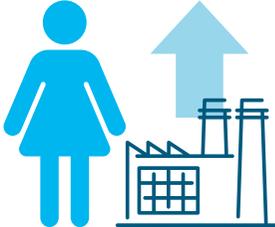
Our gender equity progress

Progress against our Gender Equity Strategy in 2025

Increased the number of women at Cleanaway to **25%** (from 23.3% in 2024)



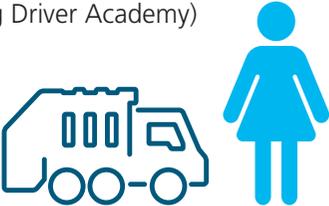
Increased the number of women in Cleanaway operational roles to **13.4%** (from 10.7% in 2024)



64% engagement score for women in our 2025 Employee Engagement Survey (comparable with Cleanaway overall)



85 women employed through our Employment Pathways programs (including Driver Academy) in FY25



Enhanced our Respect@Cleanaway program with the implementation of a Sexual Harassment Prevention Plan



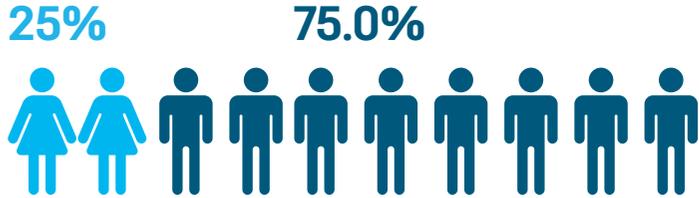
Launched an Overtime and Penalty Rates Guide for Leaders to address our gender pay gap



Our workforce

Total workforce gender composition¹

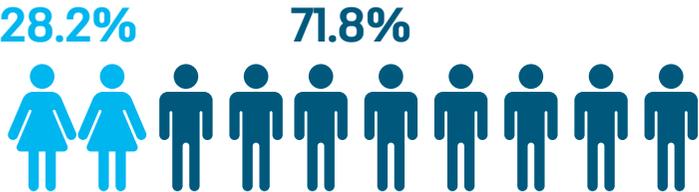
For the WGEA 2024-2025 reporting year, our workforce was made up of around 8,000 people across 300 locations in Australia. Women made up 25% of all roles at Cleanaway during this time.



Women made up 22% of the waste collection, treatment and disposal services industry and 51% of Australia's total workforce.²

Leadership gender composition¹

Women made up 28.2% of leadership roles at Cleanaway during the WGEA 2024 - 2025 reporting year.



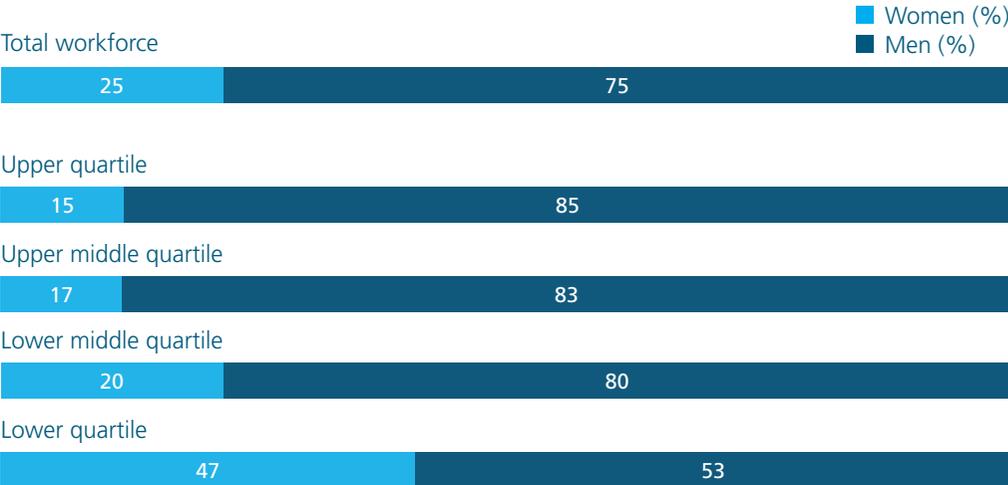
Women made up 23% of management roles in the waste collection, treatment and disposal services industry and 43% of management roles in Australia's total workforce.²

A full breakdown of our workforce composition for FY25 can be found in [Cleanaway's 2025 Sustainability Report](#).

¹ Data as at 31 March 2025
² WGEA Industry Data Explorer, Private sector reporting 2024-25

Distribution of men and women

Detailed below is the proportion of women and men and the average total remuneration for each pay quartile at Cleanaway for the WGEA 2024–2025 reporting year.

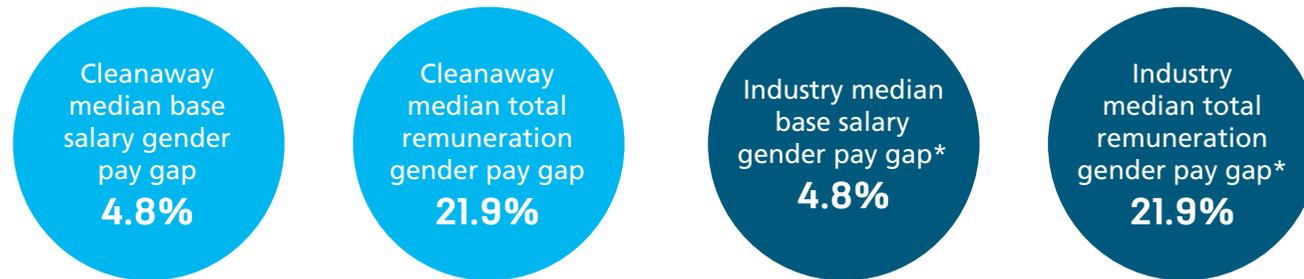


Our gender pay gap

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

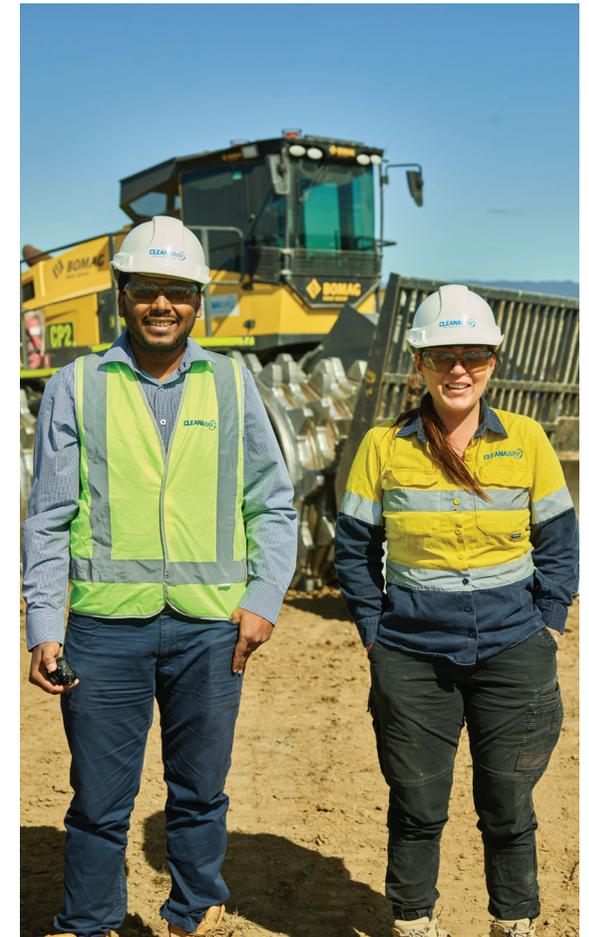
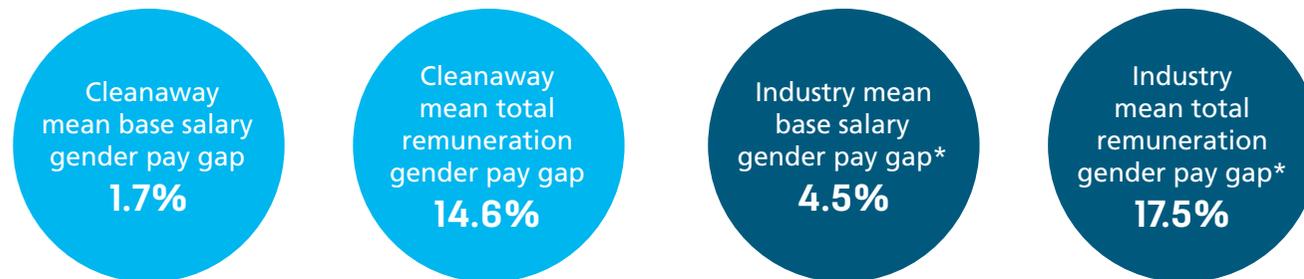
Cleanaway's median gender pay gap 2024-25

A 'median' is the middle of a set of numbers. The median gender pay gap is the difference between the median of what men are paid and the median of what women are paid, expressed as a percentage of the median man's earnings.



Cleanaway's mean gender pay gap 2024-25

The mean gender pay gap is the difference between the average earnings for men and women, expressed as a percentage of men's average earnings.



*Waste Collection, Treatment and Disposal Services Industry

Understanding our gender pay gap

Through a detailed analysis of our workforce data, we have established the following key contributors to Cleanaway's gender pay gap:

Base earnings

Most of our frontline operational workforce are remunerated in line with applicable enterprise agreements or modern awards, where there is general consistency in base rates of pay for men and women.

While we continue to focus on increasing the representation of women across Cleanaway and in the waste management industry, there remains a significantly lower proportion of women in senior and leadership levels compared with higher representation in lower-level roles. These factors contribute to a gap in base earnings between men and women.

Total remuneration

Due to the lower representation of women in senior and leadership roles, women continue to be over-represented in roles which do not attract certain allowances or bonuses, such as short-term incentive (STI) payments or overtime. Comparably, more men hold roles that attract other allowances/payments, such as motor vehicle allowances and sales commissions, contributing to our total remuneration gender pay gap.



Our Gender Equity Strategy

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

Progress against our 2025 commitments

Commitment	Summary
Continue to commit to participation targets for women across our workforce.	<p>At Cleanaway, we challenged ourselves to achieve at least 40% women on our Executive Team (defined as CEO-1) by 2027. This target has been broadened to include at least 40% women in leadership roles (defined as CEO-2) by 2030. These targets and their progress are reported annually in our Sustainability and Annual Reports.</p>
Accelerate professional development, mentoring and talent program opportunities for women.	<p>Cleanaway's Talent Framework was developed and implemented in late 2025. It guides leaders on how to assess talent and provide unique development opportunities to employees. As part of this process, talent data is assessed by gender to ensure that women are identified in succession planning for critical and leadership roles.</p> <p>To support the development of our people, our suite of professional development programs is available to all team members, with 222 women participating in these programs during FY25. Additionally, our Gender Equity Network developed a Mentoring Guide, providing mentors and mentees across our business with guidance to support their mentoring relationship.</p>
Review and develop Cleanaway's Employee Value Proposition (EVP), including a social media strategy to attract more women to our workforce.	<p>We refreshed our careers website in 2025, including updates to our imagery, benefits, and our focus on the employee pathways that bring talent into our organisation. This refresh included a review of all job advertisements and career information to ensure imagery and language are gender-balanced, inclusive, and encourage women to apply.</p> <p>We also continue to deliver Cleanaway's Employment Pathways programs, including our Driver Academy, which addresses barriers that may prevent women and non-binary individuals from entering the industry. In FY25, we employed 85 women through our Employment Pathways programs and are set to exceed this in FY26.</p>
Review and refresh Cleanaway's flexible working approach, with a focus on the flexibility offering of our operational workforce	<p>In 2025, we completed a review of our Employment and Flexible Working Policy, which applies to all Cleanaway employees. Our flexible working approach creates opportunities for our people to engage in discussions about how, when and where work is performed, with a focus on delivering outcomes, maintaining connection and supporting each other to thrive.</p> <p>We recognise that the nature of flexibility varies depending on the role type, customer and operational demands, and team requirements.</p>

<p>Continue to improve the understanding and capability of our leaders in inclusion, unconscious bias and respect in the workplace.</p>	<p>Building on the successful launch of Respect@Cleanaway in mid-FY24, we introduced Respect 2.0 in FY25 to further embed a safe, inclusive and values-driven culture. A range of initiatives were delivered during the year to deepen a culture of respect:</p> <ul style="list-style-type: none"> • Leadership development: Senior and frontline leaders completed masterclasses designed to help them recognise early signals of disrespect, improve systems that prevent harm, and role model respectful behaviour. • Mandatory employee training: All employees participated in refresher training focused on practical skills for speaking up, by stander action and prevention, reinforcing a shared responsibility for maintaining a respectful workplace. • Respect toolboxes: Delivered across teams, these sessions encouraged open dialogue and provided practical guidance on respectful conduct in everyday work.
<p>Develop guidelines to support leaders to reduce bias in managing workforce planning, rostering and overtime coordination.</p>	<p>Detailed analysis completed in 2024 determined that penalties, overtime and allowances were contributing factors to Cleanaway's gender pay gap in our frontline workforce. In 2025, we released the Overtime and Penalty Rates Guide for Leaders to provide guidance for distributing overtime and shifts that attract penalty rates in a way that is fair, inclusive, and enables equal opportunity for all team members.</p>

2026 commitments

1. Continue our participation target commitments for women across our workforce
2. Consider expansion opportunities for Cleanaway's Employment Pathways programs into new streams and areas of our business
3. Continue to ensure that all leadership roles have a minimum of one woman included in the shortlist, including roles via recruitment agencies
4. Embed Cleanaway's Talent Framework and track gendered data to support the talent mobility and succession planning of women
5. Continue to share varied career stories of all genders internally and externally to promote career growth and mobility.





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