



Making a sustainable future possible together

Bromelton Energy and Resource Centre Stakeholder Reference Group

Meeting #5 | 3 March 2026



Acknowledgement of Country

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.

Artwork by Marcus Lee, a proud Aboriginal descendant of the Karajarri people from North Western Australia.

It represents Cleanaway's commitment to fostering a sustainable circular economy and symbolises our deep respect for the land, oceans and waterways of Australia.

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



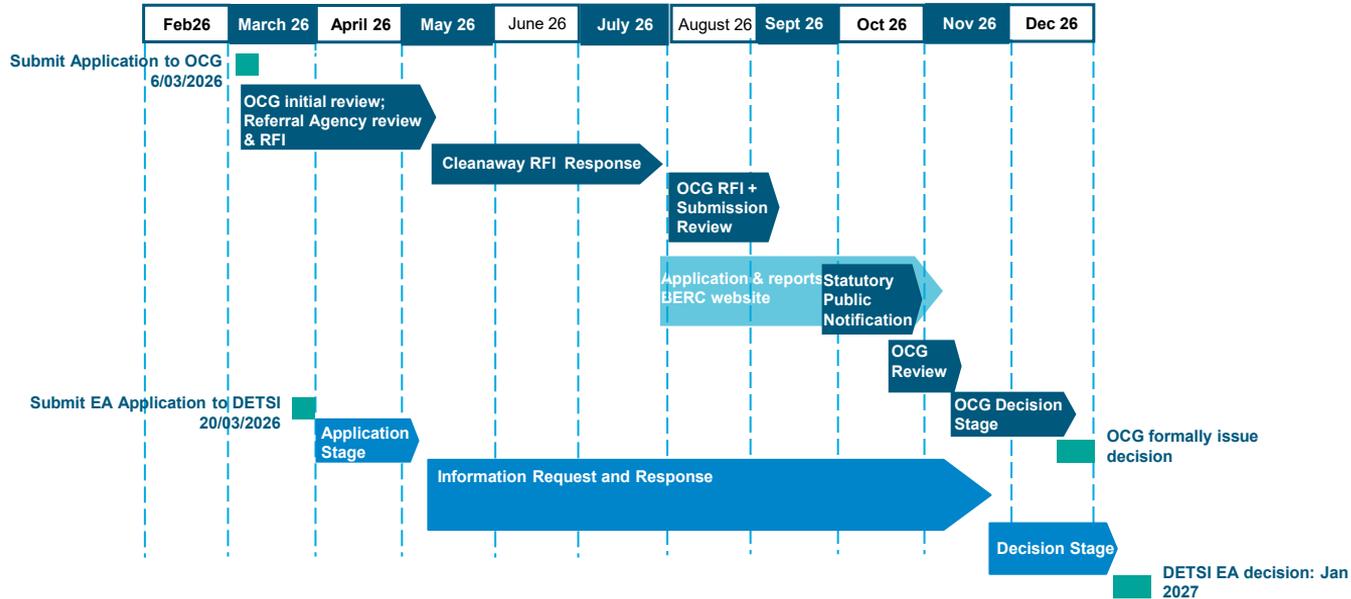
Agenda

1. Welcome and introductions
2. Project update and 2026 look ahead
3. Deep dive presentation: Head of Safety, Cleanaway
4. Update from recent public forum
5. 2026 SRG and engagement suggestions
6. Actions and close

Project update

- Many steps in the application process post submission
- Working with DETSI: confirm monitoring requirements, DETSI role in regulation and conditions
- Continued engagement during 2026 – in addition to the OCG Statutory Notification requirements

Assessment process and submissions



Two parallel application processes: OCG and DETSI Environmentally Relevant Activities (ERA) Program subject to change; dependent upon OCG and Referral Agency process and timeframes

Referral Agencies

- Queensland Health
- DETSI
- Transport and Main Roads
- Energy Queensland
- Seqwater
- Department of Primary Industries
- Urban Utilities
- Scenic Rim Regional Council

Deep dive: Safety and Cleanaway

Matt Goodman, Head of Safety, Cleanaway

Cleanaway HSE Update

Bromelton Energy and Resource Centre Stakeholder Reference Group

Matt Goodman,
Head of Health & Safety
3 March 2026



CLEANAWAY HSE UPDATE

OVERVIEW

About HSE at Cleanaway

Cleanaway HS&E, Fleet & Asset Strategy

Strategic Initiatives

- Land Transport

- Mobile Plant & People Interaction

- Frontline Health, Safety & Environment Representative (HSER) Program

Discussion & Questions



Cleanaway Overview

Australia's largest provider of comprehensive waste management and resource recovery solutions to support Australia's transition to a circular economy



10,000+
employees



living across
~1,200
postcodes



> 80
nationalities



> 350
active sites



6,400+
vehicles in the
fleet



135
licensed infrastructure
assets



COLLECTIONS



**AGGREGATION /
TREATMENT**



**RESOURCE
RECOVERY**



**ENERGY
RECOVERY**



**RESPONSIBLE
DISPOSAL**

Cleanaway's safety transformation

Listening first – Our HSE strategy built by those who do the work

We asked our Cleanaway leaders, supervisors and frontline workers what really keeps them safe, what gets in their way, and how we can do better. Here is what our people told us...

Simplify how we work

Clear simple procedures and systems that reflect how work is really done

Risks

Focus on the risks and controls that matter most

Culture

Create a culture where raising concerns is safe

Communication

Better and more consistent 2-way communication

Decision-making

Involve us in decisions that affect how we work

Capability

Invest in our leaders to support their growth

Learning

Prioritise learning over blame to prevent repeat incidents

Practice while the heat is off

More structured approach to respond and recover from events



HSE Critical Risk Program

Building robust systems focused on preventing serious injuries and fatalities

Opportunity

- Limited awareness of critical risk causes and controls

What we changed

- HSE critical risk program
- Frontline friendly standards
- Serious Injury Frequency Rate (SIFR) metric

Outcomes

- SIFR performance improved by 63% compared to same time last year
- Critical risk assurance increased by 135%

Learnings

- Embedding program is a multi-year journey

Example: Mobile Plant & People Interaction Critical Risk



Serious injury frequency rate (SIFR^{1,2})



LAND TRANSPORT ACTION PLAN & IVMS

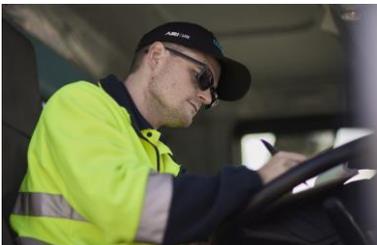
ENSURING SAFE AND RELIABLE OPERATION AND MAINTENANCE OF CLEANAWAYS FLEET, KEEPING OUR PEOPLE AND COMMUNITIES SAFE ON AUSTRALIAN ROADS

- Cleanaway has the largest heavy vehicle fleet in Australia.
- 3800 heavy vehicles travel over 160 million kms on Australian roads every year
- Vehicle types include front, rear and side lift, semi-trailers, vacuum trucks and vehicles that carry mixed miscellaneous goods such as Dangerous Goods and Hazardous Waste.

- The Land Transport Action Plan is focused on ensuring we have the safest fleet and most competent drivers to manage the risks encountered whilst operating heavy vehicles.

- Key focus areas of the plan include:

- Strategic fleet replacement program
- Improving the level of vehicle technology deployed across the fleet, including IVMS
- Refreshed Chain of Responsibility (CoR) training for leaders, frontline and support roles to ensure a consistent understanding of CoR requirements.
- Standardised tools and assurance to ensure compliance with Chain of Responsibility requirements



LAND TRANSPORT ACTION PLAN & IVMS

ENSURING SAFE AND RELIABLE OPERATION AND MAINTENANCE OF CLEANAWAYS FLEET, KEEPING OUR PEOPLE AND COMMUNITIES SAFE ON AUSTRALIAN ROADS

- We have installed devices in 268 vehicles, across 19 sites.
- There are two sites remaining in stage 0 to be finalised.
- We will monitor six event types:
 - ✓ Fatigue
 - ✓ Crash and rollover alert (CARA)
 - ✓ Duress
 - ✓ No seat belt
 - ✓ Mobile phone usage
 - ✓ No driver detected
- Internal control room will be operational by end of June 2026.



YELLOW GEAR PEDESTRIAN DETECTION SYSTEM

INTRODUCING PEDESTRIAN DETECTION SYSTEMS REDUCES THE RISK OF CAUSING UNSAFE INTERACTIONS WITH PEDESTRIANS.

How will it work?

- Cameras and AI technology will reduce the risk of interactions between humans and machines
- Safe separation distances will be enforced by providing operators with alerts in real-time

What are the key features?

- Real-time pedestrian detection
- 360° visibility
- Customisable exclusion zones
- Smart cameras that work in all weather and lighting conditions

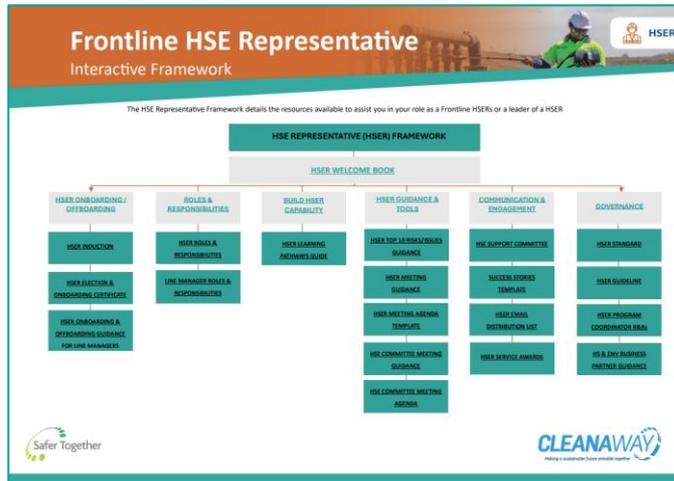
What's next?

- We're working through a rollout plan and will share further information in the coming weeks and months



Frontline HSE Representative (HSER) Program

Engaged people drive culture



Opportunity

- Limited role clarity, inconsistent support structures, and not enough HSER coverage

What we changed

- Workers co-designed new HSER Program
- Launched nationally across 350 sites in Jan-25

Outcomes

- National HSER network increased by 220%
- >50 interactive onboarding & training workshops

Learnings

- Co-designed the program with HSEs for genuine ownership
- Dedicated program support is essential

Frontline HSE Representative Program

Frontline HSERs are our eyes, ears, and voices on the ground

- HSE Resource Folder
- Position Description
- Minimum time allocation for the role
- HSE onboarding
- HSE Knowledge Centre
- Learning Series
- HSE Representative Forum
- Optional inclusion of environment
- Program Coordinator
- Recognition program



HSER Onboarding & Induction

Once you have been elected to the position as a HSER for your work group, you are required to complete the regulator approved health and safety representative (HSR) training within three months of the election. The training course is provided through an external training provider to your production. Enquiries can be made through your line manager or the HSER Program Coordinator.

The formal regulator approved HSR training includes:

- A five-day initial course of training. This is required if you want to exercise your full powers and functions as a HSER in accordance with Section 85 of the Work Health and Safety (WHS) Act 2011 and Section 90 of the WHS Act 2011.
- A one-day refresher training course. This training is available to you for each year of office after you have completed the five-day initial training course.

You will also be required to undertake the Cleanway HSER Onboarding Induction. This induction gives you an overview of your HSER role and responsibilities, who is available to help you and what tools and resources are available.

After you are elected, you will receive:

- A Cleanway email account and ID badge (if not already provided)
- Role specific training including HSE & Learning and Inspire training
- Access to the Cleanway Portal, Microsoft Teams, reports and Pagefly
- A completed HSE & Induction Certificate
- A hard copy of the HSE Resource Folder

HSER Knowledge Centre & Resource File

The HSER Knowledge Centre includes an overview of all resources and tools available to you to effectively perform your role as a HSER.

The following items form part of the knowledge centre:

- HSE Induction Framework
- HSE Roles and Responsibilities
- HSE Learning Pathways Guide
- HSE Meeting Guidance and Agenda Template
- HSE Committee Meeting and Agenda Template
- Top 50 HSE Risk/Issues Conference
- HSE Success Stories template
- A series of tips to assist the area HSEs and Line Managers
- HSE Standard
- HSE Guidelines

Frontline HSE Representative

Welcome Handbook

KEY TAKEAWAYS

The Cleanaway HSE Strategy must be **fit-for-purpose** for the nature and scale of our operations.

The strategy must be **aligned to Cleanaway's most significant operational and systemic risks**.

Governance, oversight and assurance mechanisms are **critical to sustainable implementation**.

Cleanaway's approach to HSE is focused on a mature, system-focused model which is aligned with comparable high-risk, asset-intensive industries.

Public forum update

From attendees

2026 SRG meetings

Topics?

Specialist presentations?

Reference facility presentations?

Next meeting: April (after Easter) – in person at Beaudesert State High School

2026 engagement suggestions

Discuss broader communication and engagement ideas to support the application program

Actions and close

- Summarise actions / topics for future sessions
- Meeting minutes distributed and on website