

Cleanaway Gender Pay Gap Report 2024



Message from our CEO and Managing Director

At Cleanaway, our team members bring their diverse skills, experiences and perspectives to work every day.

It's important that we nurture an environment where people feel a sense of belonging and are valued and rewarded for their differences and contributions. This means ensuring that regardless of gender, all our people have the same access to resources, opportunities and rewards.

We have set clear and ambitious goals for gender equity at all levels of our organisation. As a company signatory to HESTA's 40:40 Vision, we have achieved 40% representation of women in our Executive Team (CEO-1) and are committed to achieving 40% representation of women in leadership roles (CEO-2) by 2030. These targets continue to guide our efforts and drive meaningful and sustainable change.

We have achieved steady increases in the participation of women across our workforce over the past couple of years, particularly in leadership and operational roles, where women have traditionally been underrepresented in the waste management industry. While we are excited by the diversification of the waste management workforce, we recognise that the influx of women in our entry-level operational roles has contributed to our gender pay gap, driven in part by less experience in the waste management industry, and lower tenure in comparison to their male counterparts.

We also acknowledge that setting targets is only one part of the solution. As we work to increase the participation of women in more senior roles, we continue to focus on professional development, upskilling and succession planning.

As part of our broader commitment to diversity and inclusion, we continue to strengthen our employee value proposition, including improvements to our Parental Leave and Domestic and Family Violence Leave policies, to create an environment where our people are empowered to succeed. Additionally, we are reviewing our annual remuneration processes and opportunities for overtime, penalties and allowances, to ensure equity and fairness across all levels of the business.

We also launched our Gender Equity Network in June 2024, a platform designed to elevate the voices of our employees, gather feedback, and collaborate across all levels of the organisation to implement our Gender Equity Strategy.

While we acknowledge there is still more work to be done, we are proud of our momentum and are excited by the potential for future progress.



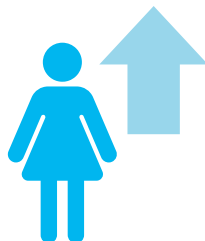
Mark Schubert
CEO and Managing Director



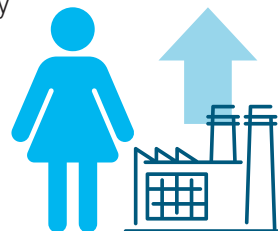
Our gender equity progress

Progress against our Gender Equity Strategy in 2024

Increased the number of women at Cleanaway to **23.3%**
(from 22.8% in 2023)



Increased the number of women in Cleanaway operational roles to **10.7%**
(from 10% in 2023)



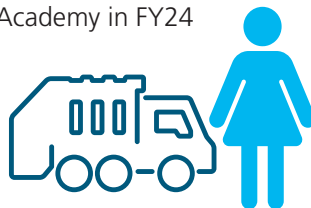
61% engagement score for women in our 2024 Employee Engagement Survey (comparable with Cleanaway overall)



Improved Cleanaway Domestic and Family Violence Policy, including increasing to 20 paid days' leave



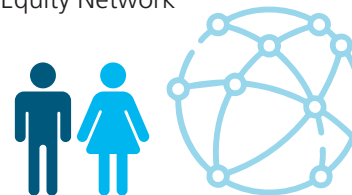
94 new drivers employed through Cleanaway Driver Academy in FY24



Cleanaway formally became a HESTA 40:40 Vision company signatory



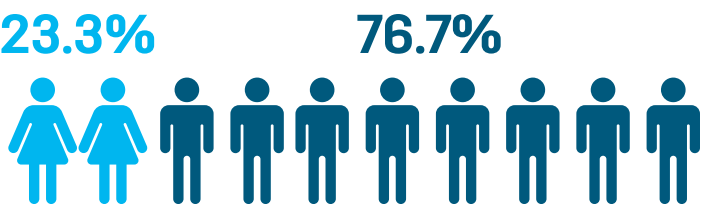
Launched Cleanaway's Gender Equity Network



Our workforce

Total workforce gender composition¹

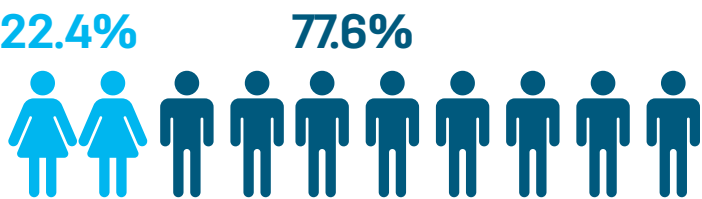
Our workforce is made up of around 8,000 people across 330 locations in Australia. Women made up 23.3% of all roles at Cleanaway during the WGEA 2023 - 2024 reporting year. A full breakdown of our workforce composition can be found in [Cleanaway's 2024 Sustainability Report](#).



Women made up 22% of the waste collection, treatment and disposal services industry² and 51% of Australia's total workforce.³

Leadership gender composition¹

Women made up 22.4% of leadership roles at Cleanaway during the WGEA 2023 - 2024 reporting year.

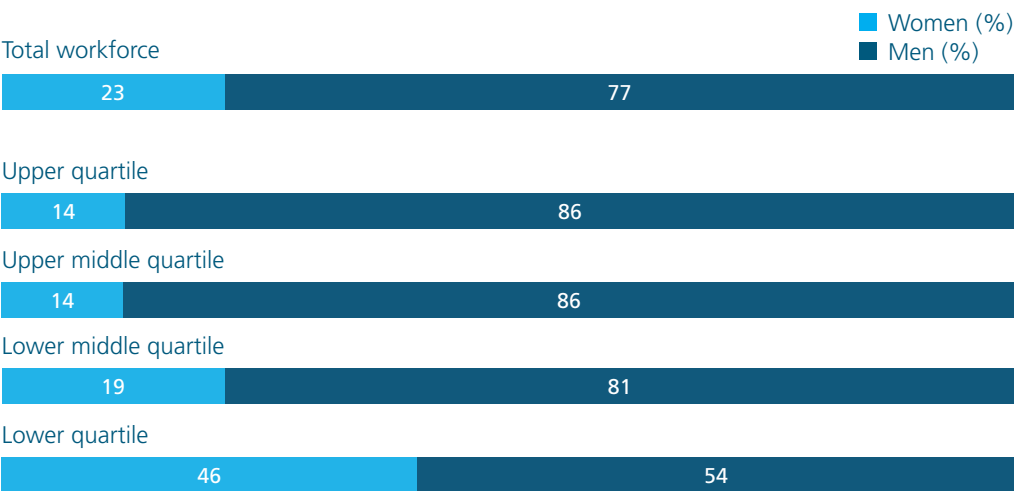


Women made up 22% of management roles in the waste collection, treatment and disposal services industry² and 42% of management roles in Australia's total workforce.³

¹ Data as at 31 March 2024
² Industry Data Explorer 2024
³ Australia's Gender Equality Scorecard, November 2024

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 2023 – 2024 reporting year.

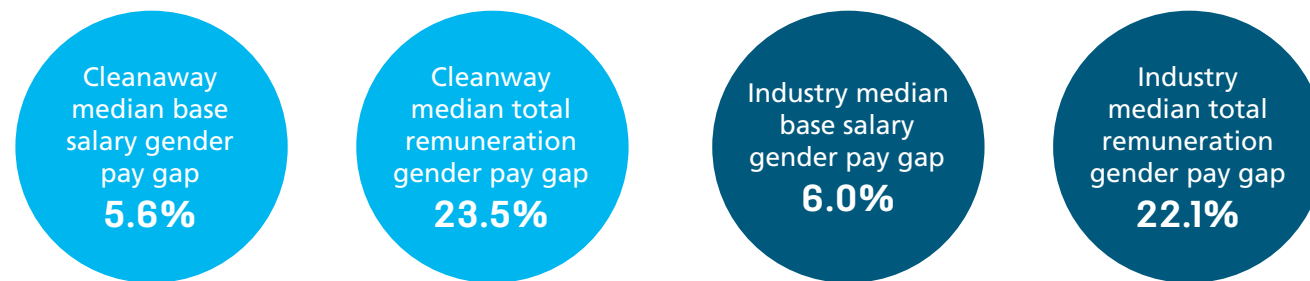


Our gender pay gap

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.

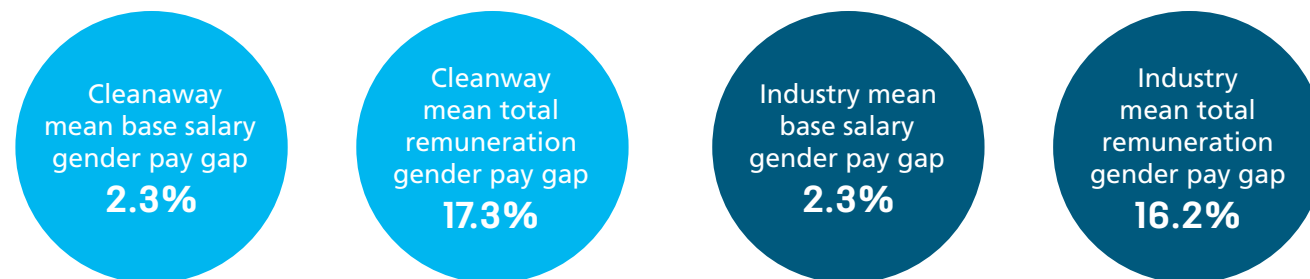
Cleanaway's median gender pay gap 2023-24

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 2023-24

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.



Understanding our gender pay gap

Through a detailed analysis of our workforce data, we have established the following key drivers for Cleanaway's gender pay gap, which vary for our frontline operational and functional support workforce.

Base earnings

For our **frontline operational workforce**, the large majority 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. Over the past two years, we have accelerated our focus on addressing the gender gap within the waste management industry by increasing participation of women in operational roles. As such, many of these women are new to the waste management industry and have lower base earnings due to role level and experience. As in 2023, men in operational roles continue to receive greater penalty payments compared to women due to higher base earnings.

For our **functional support workforce**, we continue to see 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

For our **frontline operational workforce**, receipt of allowances continues to contribute to our total remuneration gender pay gap with men (on average) earning more overtime than women. A review of the contributors to this disparity was completed in October 2024. It found that due to tenure, women were less likely to have the required qualifications or skills to perform the required overtime duties. Additionally, the review indicated that inconsistent rostering processes led to an unequal distribution of some allowances.

Women are over-represented in lower level positions which generally do not attract certain allowances or bonuses, such as short term incentive (STI) payments, which are generally aligned to more senior level positions in the organisation.

In addition, we have more men compared to women in roles which attract other allowances/ payments such as motor vehicle allowances and sales commissions.



Our Gender Equity Strategy

Our 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 2024 commitments

Commitment	Summary
Continue to commit to female participation targets.	At Cleanaway, we have challenged ourselves to achieve at least 40% women in the 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.
Review and refresh Cleanaway's policies and processes to ensure they are inclusive of all genders, including flexible working.	In FY25, a review of Cleanaway's people policies was completed to ensure they are inclusive of all genders.
Accelerate professional development, mentoring and talent program opportunities for women.	Cleanaway's leadership and professional development programs are being evolved and progressively launched, providing development opportunities for our whole workforce. Additionally, a talent framework has been established with a focus on representation of women to ensure we accelerate opportunities for women identified as talent.
Determine a consistent and endorsed approach to pay equity reviews.	As part of our annual remuneration cycle review, guidance was issued which included specific instructions on eliminating bias and ensuring gender pay parity.
Conduct deeper analysis into take up of penalties, overtime and allowances.	A detailed review into penalties, overtime and allowances was conducted and the insights are reflected throughout this statement.
Finalise site facility audits and invest in required upgrades.	An audit of our site facilities and accessibility was undertaken in 2024. As a result, guidelines on creating a welcoming and inclusive site were developed to support leaders in the design, maintenance and upkeep of our workplaces to ensure our people feel equally welcomed, their basic needs are met, and they are enabled to thrive.

2025 commitments

- 1. Continue to commit to female participation targets*
- 2. Accelerate professional development, mentoring and talent program opportunities for women*
- 3. Review and develop Cleanaway's Employee Value Proposition (EVP) including a social media strategy to attract more women to our workforce*
- 4. Review and refresh Cleanaway's flexible working approach, with a focus on the flexibility offering of our operational workforce*
- 5. Continue to improve the understanding and capability of our leaders in inclusion, unconscious bias and respect in the workplace*
- 6. Develop guidelines to support leaders to reduce bias in managing workforce planning, rostering and overtime coordination.*



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