



for future
generations™



Sustainability Report

Pūrongo Toitū

2019



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From our Managing Director

Tom Nickels
Managing Director
Waste Management

I am pleased to present Waste Management's first *For Future Generations* sustainability report.

In just over a year, we are pleased with the progress we have made on the commitments in our first sustainability strategy.

Significant expansion of our electric vehicle fleet has been a focus and a highlight. Across both our truck fleet and our light vehicles – including the introduction of three trikes for servicing the communities of Queenstown and Wanaka! – we have not only achieved reductions in GHG emissions from diesel, we have also grown our confidence that electrification of road transport can make a viable and sustainable impact on our own, and New Zealand's, carbon footprint.

This initiative sits firmly within our GHG Emissions Reduction Plan, which we were also pleased to approve and commence implementing in 2019. Monthly reporting to all divisions on their emissions is ensuring we keep our entire management team focused on achieving the reductions we have committed to as a member of the [Climate Leaders Coalition](#).

Other highlights have included expanding our partnership with [Keep New Zealand Beautiful](#). In responding to the material issue raised by stakeholders to help educate communities on waste, we have been pleased to formally re-launch Kiki Kiwi & Friends: The Travelling Trash book, a copy of which will be delivered to every primary school across New Zealand by the end of 2020.

Most importantly, we established our sustainability governance framework. We were pleased last year when Sir Rob Fenwick, Lisa Martin and Tim Manukau agreed to sit on our

Sustainability Advisory Board, providing us with thoughtful advice, constructive feedback and useful direction that has informed our work last year and our planning for the future. You will notice in this report that we have refreshed our goals and targets this year, setting new targets for 2020 and also for 2025. We were inspired by Sir Rob when he said to us we were "Better to set high targets to strive for, even if you might fail doing so" and we have done exactly that.

I know I speak for our team and many across New Zealand to say that we were incredibly saddened by the loss of Sir Rob at the time we were finalising this report. In his usual, selfless fashion, he resigned as our Chair only weeks prior to his passing, and as we said to him at the time, he provided wonderful advice and friendship over many years, giving us the confidence to take a leadership position on many issues critical to our business, our sustainability and the sustainability of New Zealand. We will be forever grateful for having had the opportunity to work so closely with him and benefit from his experience and expertise.

As we now look to 2020 and beyond, we recommit ourselves to the important programme areas of Our Customers, Our Community, Our Environment, Our People and Our Business and we are pleased to present this report as evidence of both the results of our work over the past 12 months and our ambitions for future generations.



Our Report

This is Waste Management's first sustainability report which follows on from our sustainability strategy For Future Generations, launched in October 2018.

The report has been structured according to the five key themes which form our sustainability strategy (Our Environment, Our Communities, Our Customers, Our People and Our Business), and covers our progress in delivering on this strategy for the 12 month period from 1 January to 31 December 2019. We expect to report annually in the future. Quarterly updates are also available on our website.

We have prepared this report in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards: Core option. It involved a review of our material issues with the GRI topic standards to identify required disclosures, and incorporates the GRI principles of stakeholder inclusiveness, sustainability context, materiality and completeness. The GRI disclosure index, which summarises the range of indicators we have reported on, is included in Appendix i.

The report was also reviewed by our external Sustainability Advisory Board, providing a valuable external lens across our progress, performance and future aspirations. An introduction to our Board can be found on [page 31](#).

Materiality Matrix

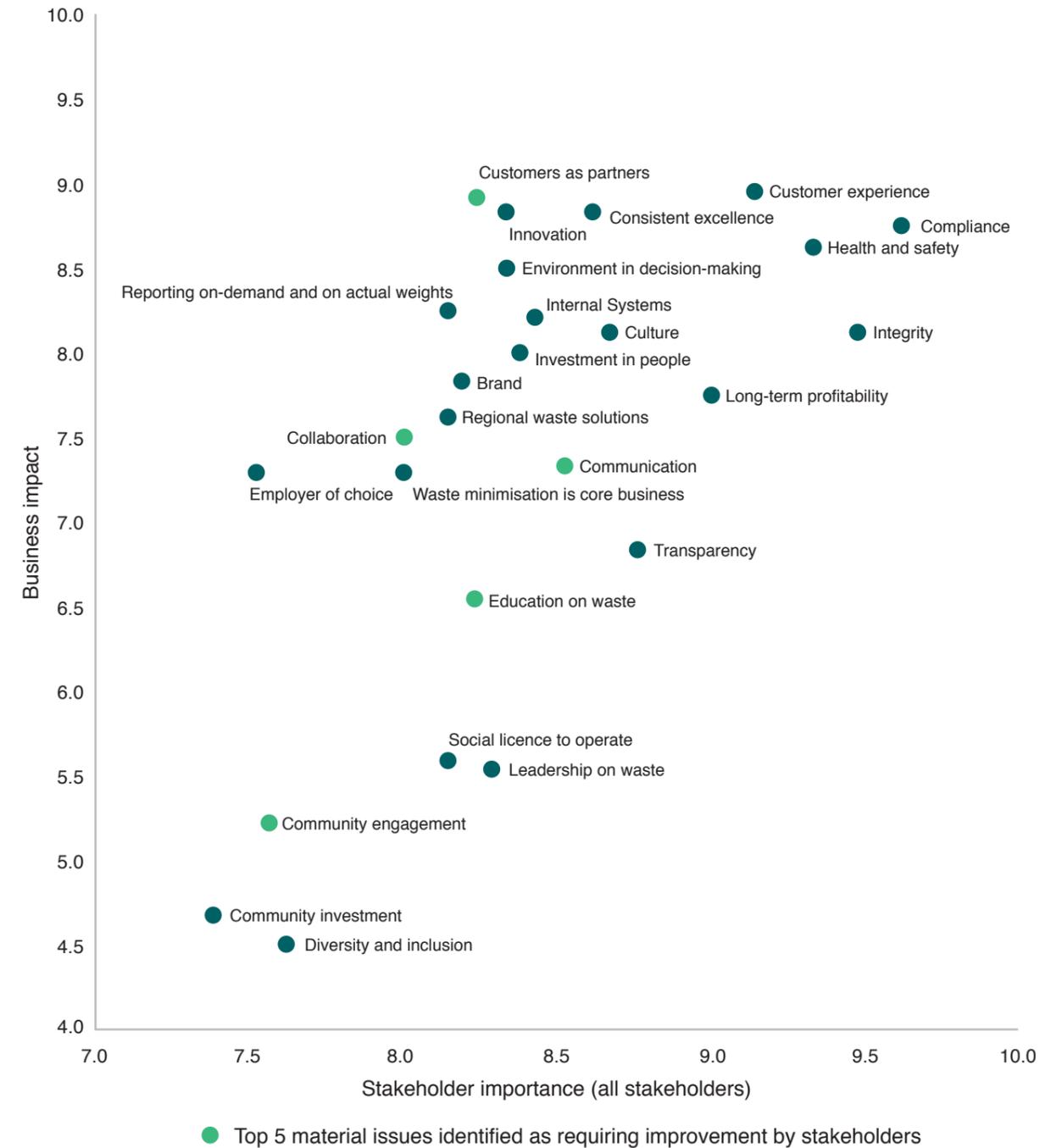
In developing our sustainability strategy in 2018, Waste Management engaged in a detailed stakeholder exercise to identify issues which are considered material and key for us to address, by those both within and outside the company, in order to be sustainable and to prepare for a future low carbon economy.

We engaged with 10 people from a wide cross-section of external stakeholders as well as 10 of our internal team members. Each person provided their time for a detailed interview to give their views on the material issues they believe a forward-thinking, sustainable waste company needs to address now and for the future.

From this process, 26 issues were identified as material for us. They are the issues that are key for us to address to ensure we are moving towards a successful sustainable future. Then, more than 50 of Waste Management's leaders reviewed and assessed the issues in terms of their impact on our business.

These two rankings of external stakeholder importance and impact on the business created our materiality matrix, shown on page 4. This matrix identifies which issues are the most urgent for us to address – those that appear in the top right-hand corner of the matrix. We also highlight the top five issues that our external stakeholders identified as requiring improvement. These material issues are reflected in our sustainability strategy and performance reporting.

A full list of the material issues identified through this process, and their definitions, is included in Appendix ii.



Our purpose is to safeguard our beautiful environment through the sustainable management of our resources.



Natural capital

The natural resources (clean water, land, air and healthy ecosystems) that enable us to operate sustainably for generations to come.

Social and relationship capital

Our relationships with external stakeholders (including customers, suppliers, local communities and iwi), which we rely upon for value creation.

Intellectual capital

Our brand, reputation and intellectual property, which contribute to our competitive advantage and our expertise in providing services safely and sustainably to our customers.

Human capital

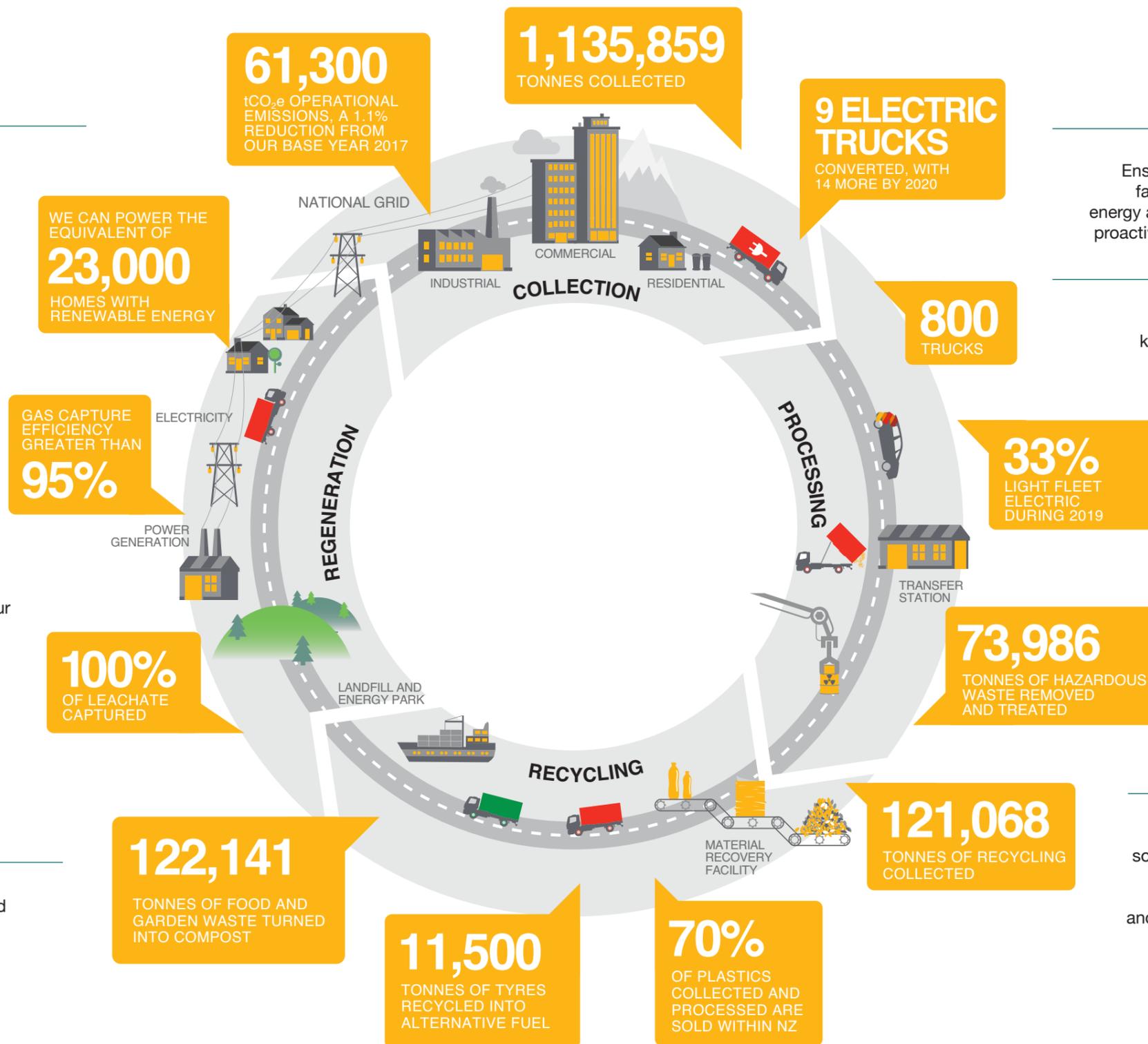
The skills, experience and capabilities of all of our team members, and our ability to develop and diversify our team to add maximum value to the business.

Manufactured capital

Tangible goods and infrastructure that we use that aid in providing valuable and innovative services to our customers.

Financial capital

We rely on a strong financial base to operate and invest in infrastructure for the future.



Our Environment

Ensuring healthy environments in and around our facilities, prioritising carbon footprint reduction, energy and water use, biodiversity, and implementing proactive initiatives to build on our circular economy.

Our Communities

Proactively engaging and sharing our knowledge by working in partnership with, and supporting our communities.

Our Customers

Partnering with our customers on innovative waste solutions to achieve their waste goals, by working together to attain positive sustainable outcomes.

Our People

Maintaining a safe work environment and supporting a diverse, inclusive culture and work practices. Development and growth opportunities for our 1758 team members nationwide.

Our Business

Delivering robust, efficient and innovative solutions-based waste services that are moving us towards a future low carbon and circular economy by providing sustainable outcomes, and a profitable and socially beneficial business.

Based on Waste Management NZ Limited's 2019 national figures and are rounded for marketing purposes.



Put simply,
sustainability
is what we do.

Our Sustainability Strategy: For Future Generations

For many years we have understood the critical role we play in safeguarding our future. Our sustainability strategy For Future Generations provides the foundation for our focus on the sustainability of our company and the communities in which we operate across New Zealand.

The 26 material issues (as outlined in our Materiality Matrix) were grouped into five key themes which include:

-  Our Environment
-  Our Communities
-  Our Customers
-  Our People
-  Our Business

Under each key theme are goals which contain a series of dedicated projects, with set dates and defined owners. As projects are delivered, our sustainability goals are achieved. This also addresses the identified material issues.

In this report, we describe the key projects we have embarked on, progress and achievements realised during 2019, and our new goals and projects for the future.

Formalising our sustainability work into a public report is an important step in sharing our sustainability journey.

Global Ambitions: United Nations Sustainable Development Goals

We have also aligned our For Future Generations sustainability strategy with the UN Sustainable Development Goals (SDGs) and we have identified the 10 SDGs which our strategy provides the greatest support to. As we continue to implement our strategy, we anticipate the SDGs will challenge us to stretch our aspirations further. We will continue to integrate these global goals into our strategy and programme.

Our Environment



Our Environment

As an organisation, our purpose is to safeguard our beautiful environment through the sustainable management of our resources.

The key projects in this programme area reflect a continuation of our efforts in protecting and enhancing our environment, and seeking ongoing improvements in how we go about prioritising the environment as we make decisions for our company and for New Zealand.

Tō Tātau Taiao

Ko te kaupapa o te whakahaere he tiaki i tō tātau taiao ātaahua mā te whakahaere toitū i ā tātau rawa.

Material issues

Environment in decision-making

What we want to achieve

- We view all major decisions through an environmental lens, specifically prioritising the impact of our activities on our carbon footprint, energy and water use, direct discharges and biodiversity.
- We will reduce environmental harm by making all waste generated by our customers and community safe.
- We will build on our circular economy, including through our procurement decisions.

2019 Review

The following summarises our goals, action and progress achieved during 2019.

Goals	Project	Status	2019 Update
Address greenhouse gas emissions	a) Identify possible reductions in our carbon footprint	Achieved	We are the first waste company in New Zealand to calculate an externally audited comprehensive carbon footprint through the Toitū carbonreduce programme. On completion of our carbon footprint, workshops were held with our teams across New Zealand to identify actions which will reduce our carbon footprint. For more on our carbon footprint progress and plan, refer to page 32
	b) Create a greenhouse gas emissions reduction plan	Achieved	The identified actions from these workshops fed into the creation of a carbon footprint reduction plan, which has been approved by our Sustainability Advisory Board and our Executive Management Team, and will have its final review by Toitū auditors in 2020 This plan identifies a range of carbon reduction projects to reduce our impact on climate change and to help us move towards a future low carbon economy. These projects include ongoing expansion of our EV truck programme, installation of our first electric bin and truck washes at our new facility in East Tamaki, Auckland, and continued electrification of our light vehicle fleet
Drive sustainable procurement	a) Create a sustainable procurement policy and standards	Achieved	A new sustainability procurement policy has been created and is now in use for all new suppliers
	b) Implement the policy and standards with all suppliers by Q4 2020	In progress	Process initiated on prioritised suppliers during 2019

2020-2025 Goals

Goals	Projects	2020	2025
1. Reduce carbon footprint	Implement activities from our independently verified carbon footprint reduction plan to reduce our operational carbon footprint in line with our commitments as a signatory to the Climate Leaders Coalition	7.5% reduction in Waste Management's 2020 operational carbon footprint against a 2017 baseline	22% reduction in Waste Management's 2025 operational carbon footprint against a 2017 baseline
	Work with our team members to help them reduce their personal carbon footprints	2% of Waste Management team members have measured their carbon footprint and have plans to reduce their greenhouse gas emissions	10% of Waste Management team members have measured their carbon footprint and have reduced their greenhouse gas emissions by 10%
2. Expand sustainable procurement	Implement activities to encourage suppliers to reduce their carbon footprint	Ten large suppliers to attend a Waste Management event on carbon footprint reduction	100 suppliers have attended a Waste Management event on carbon footprint reduction
	Develop and implement code of conduct and performance management framework for suppliers that explicitly includes sustainability criteria and outcomes	Code of conduct and performance management framework rolled out to 80% of suppliers (by spend) and 100% of all new contracts	Code of conduct and performance management framework rolled out to 100% of suppliers
	Develop and implement a procurement framework for corporate services project sourcing that incorporates "cost v. delivery v. sustainability" weighting methodology	50% of new projects by 2020	90% of projects by 2025
3. Increase regenerative plantings	Expand support for community programmes that deliver regeneration in areas where we operate	One new community regeneration project identified and funded	10% annual increase in plantings directly by Waste Management or through support of our community partners

Long Term Contribution

Our Environment key theme supports six United Nations Sustainable Development Goals (SDGs). Our business carbon footprint reduction efforts and the renewable energy from our Landfill Energy Parks support SDGs 7 and 13. The sustainable procurement goals promote decent work and economic growth (SDG 8) along with future sustainable cities and communities (SDG 11) and ensuring responsible consumption and production (SDG12). None of this can be achieved in isolation, with partnerships fundamental to Our Environment theme (SDG 17).



Case Study

Electric vehicle innovation

First it was electric cars, then trucks and now it's electric trikes.

As of Labour Weekend 2019, Waste Management has two e-trikes tackling waste collection in the busy town centres of Queenstown and Wanaka.

The e-trikes are great for weaving through streets that are bustling with pedestrians.

The trikes were imported from Germany, with

Waste Management Senior Project Engineer – Electric Vehicle Sam Donaldson designing the bespoke features for lifting bins and storing the waste.

These innovative vehicles will collect waste from public bins, with the ability to lift a variety of different sizes and enough storage capacity to only need emptying once or twice a day.

As well as the trikes in Queenstown and Wanaka, there is a third ready to go and the possibility of more to come.

Our Communities



Our Communities

We operate in nearly every community across New Zealand, providing services and managing waste and environmental services facilities. Our teams work within those communities, supporting the economy and providing essential services.

The key projects in this programme reflect the feedback through the materiality assessment that our communities are wanting to make better choices, but need our help, knowledge and expertise with making the right choices.

Ō Tātau Hapori

Kei roto mātau i te nuinga o ngā hapori puta noa i Aotearoa e mahi ana, he tuku ratonga me te whakahere whakaurunga ratonga para, ā-taiao hoki. Mahi ai ō mātau rōpū i roto i aua hapori, e tautoko ana i te ōhanga me te tuku i ngā ratonga waiwai.

Material issues

- Communication
- Community engagement
- Community investment
- Education on waste
- Leadership on waste

What we want to achieve

- We engage proactively with our local communities and raise awareness of how waste and environmental services operate in New Zealand, by sharing knowledge that tells the story of waste, including recycling, composting, landfill and speciality waste streams.
- We are a strong communicator and advocate, vocal on waste issues in the public domain by engaging with central and local government and providing leadership in the wider waste industry.
- We invest in local communities, particularly in areas that relate to waste and environmental services, working in partnership with the community.

2019 Review

The following summarises our goals, action and progress achieved during 2019.

Goals	Projects	Status	2019 Update
Educating our communities	a) Use social media channels to engage with New Zealanders	Achieved	To better engage with the wider community, we have expanded our social media presence into Facebook, enabling us to share our sustainability news, as well as give service alerts and respond directly to customers through another communication channel
	b) Formalise and expand tour programmes for our facilities	Not Achieved	A process for running community tours has been created and existing customer and student tours have continued, but we have been unsuccessful in running new community tours during 2019. We plan to roll out this initiative into 2020
Leading on waste and environmental issues	a) Continue to provide advice on national and local waste issues	Ongoing	Our executive team members have had a range of engagements with national and local stakeholders throughout the year, leading to Waste Management making submissions in support of the Zero Carbon Act, MFE's Proposed Priority Products and Priority Product Stewardship Scheme and Auckland Council's Climate Action Framework
	b) Identify new ways to provide better leadership on waste issues	Ongoing	During the year we have provided leadership in the waste industry and also supported New Zealand's transition into a sustainable future by providing detailed submissions of support on the priority products and priority product stewardship schemes proposed by the Government, the proposed increase in the waste disposal levy and the Auckland Council Climate Leaders Action Framework

2019 Review

Regenerating our communities	a) Continue our support for Transwaste Canterbury Limited's work regenerating Tiromoana Bush	Ongoing	Kate Valley Landfill and Energy Park is currently visited by a number of bellbirds and kereru. In order to increase biodiversity of our native species, small animal pest trapping has been started in Tiromoana Bush near Christchurch for the first time. Between October 2019 and January 2020 the traps have caught 73 possums, 12 stoats, 61 weasels, 39 hedgehogs, 15 ship rats, 17 mice and 2 rabbits. During this period there has been an increase in tui sightings
	b) Continue our support for the Motutapu Restoration Trust	Ongoing	During 2019 a total of 86 Bags of 40L organic potting mix have been provided to the Motutapu Restoration Trust
	c) Develop new partnerships that support local regeneration	Not Achieved	Work to identify a range of possible partnerships which could be developed to support local regeneration has been completed, and a preferred partner has been identified but discussions about how any support would work has yet to begin. These will continue to be progressed during 2020

Case Study

Kiki Kiwi

Waste Management has teamed up with not-for-profit organisation Keep New Zealand Beautiful to distribute an educational storybook to every kindergarten, primary and intermediate school in New Zealand.

The book, titled Kiki Kiwi & Friends: The Travelling Trash, formed part of the Kiki Kiwi Litter Less education programme which Keep New Zealand Beautiful developed in line with the New Zealand curriculum and aims to educate and encourage children (aged 5-11 years) about the importance of putting litter in the bin, and to understand just because you throw something away, it does not mean it actually goes away. A teacher's resource kit for this programme was provided to all primary and intermediate schools in New Zealand in Term 3 2018.

With the help of Waste Management, Keep New Zealand Beautiful has been able to repurpose the

spiral bound A3 Kiki Kiwi & Friends: The Travelling Trash book from the resource kit as a children's softcover storybook, making it more accessible to children throughout New Zealand.

Kiki Kiwi & Friends: The Travelling Trash is an educational story which follows Kiki Kiwi and his friends as they aim to 'Do The Right Thing' to keep their community clean and prevent litter from entering waterways.



2020-2025 Goals

Goals	Projects	2020	2025
1. Improve mutual understanding with stakeholders	Develop and implement an improved proactive engagement approach with our stakeholders on key issues	Stakeholder engagement plan delivered with 75% satisfaction score in end of year survey	90% satisfaction score in end of year survey and stakeholder engagement plan reviewed and updated annually
2. Improve community understanding of issues relating to waste	Increase tours at our landfills to help the community understand where their waste goes	At least one community tour runs at each landfill during 2020 (Redvale, Whitford and Kate Valley)	Four community tours run at Redvale, Whitford, Tirohia and Kate Valley during 2025
	Support education programmes around waste minimisation with New Zealand kids	In partnership with Keep New Zealand Beautiful, provide a copy of the Kiki Kiwi children's book to all NZ primary schools	Reach more than 200,000 New Zealand children by supporting targeted waste education programmes
3. Expand engagement with our local communities	Use social media to engage with wider New Zealand community beyond our customers	15,000 followers across our social media channels	50,000 followers across our social media channels
	Use volunteering to increase our contribution to the communities in which we operate	Establish an annual half-day volunteering programme for every team member	100% of team members volunteering for a half-day each year

Long Term Contribution

Our Communities key theme supports five United Nations Sustainable Development Goals (SDGs). Engaging and educating our stakeholders and surrounding communities about a future circular economy supports SDG 4. This will lead to more sustainable cities and communities (SDG 11) and responsible consumption and production (SDG 12). A more efficient and less wasteful society will also lead to a reduction in greenhouse gas emissions (SDG 13). For these goals to be achieved with maximum scale and impact, we will be working in partnership with our stakeholders (SDG 17).



Our Customers



Our Customers

Managing waste and environmental services is an issue of increasing importance to our customers and this was reflected in our materiality assessment. Our customers want to better understand how they and their suppliers can achieve their waste goals effectively and sustainably.

Ā Mātau Kiritaki

Ko te whakahaere i ngā ratonga para me te taiao tētahi take e nui haere tōna hiranga ki ā mātau kiritaki, ā, e kitea ai tēnei i roto i tā mātau aromatawai ukauka. Ko te hiahia o ā mātau kiritaki kia mārama pai ake me pēhea te tutuki i ā rātau me ā rātau kaiwhakarato ā rātau whāinga kia whaitake, kia toitū.

We understand the important role we play in this decision-making, and the projects in this programme are designed to improve the accuracy and usefulness of the information we provide and the effectiveness of the advice we give.

Material issues

- Brand
- Collaboration
- Consistent excellence
- Customers as partners
- Customer experience
- Transparency

What we want to achieve

- We create a positive experience for all customers and we are transparent and honest about the solutions we can and cannot provide.
- We have reporting and information available for our customers about their waste and environmental services and invest in new ways to improve this.
- We help our customers through easy-to-understand reporting of this data.
- Waste Management works proactively to achieve our customers' waste goals.
- We seek to partner rather than have transactional relationships with our customers, working together to achieve their sustainability goals and targets.
- We are better collaborators and partner with others to deliver solutions for customers and for our communities.

2019 Review

The following summarises our goals, action and progress achieved during 2019.

Goals	Projects	Status	2019 Update
Improving customer experience	a) Invest in solutions for our largest national customers, to meet their complex data, information and reporting needs	Achieved	We have worked on several new digital solutions in 2019 to provide customers with better experiences in managing their waste and recycling. More than 4,400 residents have signed up for the Waimakariri and Queenstown Lakes district councils' digital solution, with almost 4,000 texts being sent every week to remind customers of their collections. Go Build, our self-service web app for building and construction customers, continues to grow with close to 800 orders placed by the end of 2019
	b) Continue to obtain feedback from our customers by expanding our range of feedback channels beyond our formal customer research	Achieved	We have implemented new customer feedback reporting through our online channels, which is being communicated to regional managers regularly

2019 Review

Improving customer experience	c) Implement changes to our business to respond to this feedback	Achieved	Key improvements have been made based on customer feedback, including standardising the bin order process for new customers and enhancing dashboard reporting A new residential offering has been developed and a soft-launch in Auckland occurred in December. This is a pay-as-you-go model, which enables customers to customise their collections. This has seen an increasing demand from both councils, in providing municipal collections, and residential customers who contract us directly
Empowering customers with information	a) Invest in solutions for our largest national customers, to meet their complex data, information and reporting needs	Achieved	From January 2019 all commercial customers have received only actual weights in their reporting, and we have developed a customer portal for commercial customers to be able to access, view and report on their waste data and self-manage bin collection services
	b) Provide accurate greenhouse gas emissions data about customers' waste and environmental services with us	Partially Achieved	Our landfill and energy parks capture high levels of the methane gas produced, and have been audited by Toitū Envirocare. Toitū has now preloaded their IT system with Waste Management's emission factors - which are 51% lower than default Ministry for the Environment emission factors. For our customers who are also Toitū Envirocare members, with sites located in Auckland and Christchurch, this can mean a 51% reduction in their waste to landfill emissions reporting Auckland District Health Board (ADHB) is our first customer using Waste Management emission factors to calculate their waste carbon footprint through the Toitū carbonreduce programme, although reporting of these greenhouse gas emissions directly to our customers is not yet complete. We anticipate this will be in place during 2020
	c) Identify and implement new technology and innovation to improve waste reporting and data for our customers	Achieved	Waste Management hosted our first team members Ideation Day at the end of June with over 40 people across the business attending. Teams worked to define solutions for identified challenges in the business. In addition an Ideas Hub has been created which has become the centre for all innovation at Waste Management. This is where we harness the talent, skills and ideas of our wider team and provides a place where any employee can submit their ideas To date, five ideas have gone through to a design sprint process to refine and test with end users, produce a rough prototype and assess the viability of further progression

2020-2025 Goals

Goals	Projects	2020	2025
1. Improve customer experience	Implement ongoing improvements in digital and service delivery solutions for our customers	5% improvement in customer experience measured	5% per annum increase in customer experience measured
2. Enhance our partnerships with customers	Identify opportunities to partner with customers (and others) to implement new initiatives that support their sustainability goals	10 new initiatives implemented, with outcomes tracked and reported	50 new initiatives implemented, with outcomes tracked and reported
3. Improve digital solutions	Increase the number of customers using digital solutions	10% increase in the proportion of orders placed online or through digital channels	10% per annum increase in the proportion of orders placed online or through digital channels
	Launch online tools to provide better information about waste for customers	At least one new solution launched with 100 visits per month	10% per annum increase on number of visits

Long Term Contribution

Our Customer key theme supports four United Nations Sustainable Development Goals (SDGs). Our work to improve customer experience will support the decent work and economic growth (SDG 8) in their businesses which will lead to more sustainable cities and communities (SDG 11) and responsible consumption and production which will result in less waste (SDG 12). We are moving to enhance the partnership model within our customer businesses, supporting SDG 17.



Our People



Our People

We expected our people to be identified as one of the programmes through our materiality assessment, reflecting the importance of our people in making Waste Management a sustainable company into the future.

In this programme we are focusing on projects that will enhance and improve opportunities for our teams, both those who are part of Waste Management now and those who will be our future.

Ā Mātau Tāngata

Ko tā mātau i tūmanako ka tautuhia ko ā mātau tāngata tētahi o ngā kaupapa i roto i tā mātau aromatawai ukauka, e whakaata ana i te hiranga o ā mātau tāngata kia puta ai a Waste Management hei kamupene toitū ā tōna wā.

Material issues

- Culture
- Diversity and inclusion
- Employer of choice
- Health and safety
- Investment in people

What we want to achieve

- We maintain our ethos that health and safety is our top priority.
- Our team are proud to work for Waste Management and share their waste industry knowledge with others.
- We invest in training and development of our team at all levels.
- We have an inclusive culture and working practices with diversity at all levels of the company.
- We are seen as an employer of choice within New Zealand.

2019 Review

The following summarises our goals, action and progress achieved during 2019.

Goals	Projects	Status	2019 Update
Increasing diversity	a) Implement a national recruiting programme for female truck drivers	Achieved	To support our initiative to increase the number of woman truck drivers, a series of videos featuring Waste Management women drivers has been developed and shared across our social media channels. We also have a new partnership underway with Toi Ohomai Institute of Technology, which encourages women drivers to do work experience with Waste Management. This partnership has already resulted in one permanent appointment and we are looking forward to additional team members joining us over the coming months. Shiree Boereboom is a great example of a woman who has made driving a successful career. See our case study on page 23
	b) Continue our graduate programme to bring more young people into our business by Q4 2020	Ongoing	2018 graduates are continuing to progress in the business to permanent roles and 2019 graduates are progressing well and adding value in current placements

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Increasing diversity	c) Through a partnership develop awareness of unconscious bias and foster inclusive behaviour by staff by Q4 2020	Ongoing	No formal partnership has been developed, but internally diversity and inclusion material has been launched on our internal training system “Ed” with great feedback from the business on content
Improving skills	a) Build on Skills First initiatives with a leadership programme and career development for potential drivers	Partially Achieved	Graduation held for Auckland Skills First participants, with a great response. Work continues on our leadership and career development programmes
	b) Invest in our “Ed” online training module to deliver user-friendly video content to our teams	Achieved	There has been continual work developing content to be delivered on our internal training tool ‘Ed’, as noted above, including the use of video content to enhance reach and improve learning outcomes
Reducing injuries	a) Reduce injuries by developing a national injuries prevention programme	Achieved	A range of initiatives have been running this year to reduce injuries to our team including a focus on our number one critical risk – collisions with a target reduction of 20%, and we successfully achieved a reduction of 34%. Our TRIFR target was less than 5, and we achieved 3.2, (further detail in Appendix iii). We continued to hold monthly health and safety “Toolbox” talks across the country, focusing on topics such as injury prevention (attended by physiotherapists), nutrition and mental health
	b) Implement wellbeing initiatives to address specific identified issues	Achieved	We developed a wellbeing topic to be covered every month through our company “Toolbox” talks, which are attended by all staff. Topics covered included diabetes, exercise, drugs and alcohol, weight risks, fatigue, nutrition, movement and exercise, mental health and wellbeing and skin care. We have also encouraged health and wellbeing through supporting staff to attend the Auckland Round the Bays, Mt Maunganui Challenge, Whangarei fun run and the Wellington fun run

2020-2025 Goals

Goals	Projects	2020	2025
1. Reduce critical safety risk incidents	Conduct bowtie risk assessments to identify the causes, preventative safety controls, reactive safety measures and consequence for each of our 13 critical safety risks: CR1 Collisions, CR2 Exposure to Hazardous Substances, CR3 Insecure Loads, Trucks, Stacks and Storage, CR4 Loss of Control, CR5 Exposure to Uncontrolled Energy, CR6 Electricity/Arc Flash, CR7 Falls from Heights, CR8 Overcome by Fumes or Gases, CR9 Threatening Behaviour, CR10 Drug or Alcohol Impairment, CR11 Fire/Explosion, CR12 Accidental Firearm Discharge, CR13 Drowning	100% completion for all critical risks	10% reduction in incidents for identified critical risks
	Educate all managers and supervisors in each bowtie and management of identified critical risks	100% of supervisors and managers trained	10% reduction in incidents for identified critical risks
2. Increase diversity and cultural literacy	Develop programmes to increase cultural literacy and diversity across our teams	Creation of a diversity committee	A recurring Māori leaders programme in place, and at least one other diversity or cultural literacy initiative implemented per annum
	Measure the effectiveness of diversity and inclusion programmes through capturing accurate data from new and existing team members	Ethnicity data requested from 100% of new employees (and sought from 50% of existing employees)	Ethnicity data requested from 100% of employees, tracked and reported year on year

Long Term Contribution

Our people key theme supports four United Nations Sustainable Development Goals (SDGs). The work on our 13 critical risks supports good health and well-being (SDG 3) and our programmes to increase diversity will drive gender equality (SDG 5) leading to decent work and economic growth for all (SDG 8). All of this can only be achieved by providing quality education to our team members (SDG 4).



Case Study

Women drivers wanted

Waste Management wants to attract more women to the traditionally male-dominated industry of truck driving.

Shiree Boereboom is a great example of a woman who has made driving a successful career.

Shiree has been with Waste Management for 11 years, collecting organics, rubbish and recycling waste streams, driving Iveco and Hino trucks, and adapting to many changes in lifting equipment and advancements in technology. She is currently a valued member of the

Christchurch City Council Kerbside Collections Team.

An exemplar for following process, Shiree is ideally suited for the complex operations of recycling collections. In her current role she is expected to assess contamination and report back to the company and the Council. Shiree says she especially enjoys educating the public about what they can and cannot put in the bin.

When asked, Shiree states that if she was not driving trucks, she would love to do something where she was helping people. “I feel I do get that in my current role,” she says.



Our Business



Our Business

We believe this key performance area reflects the essential and enduring nature of the services we provide and the importance of these to our customers and the community. By our business operating sustainably, it will have a wide-reaching positive impact, environmentally, socially and financially for New Zealand into the future.

Tā Mātau Pakihi

E whakaponono ana mātau e whakaata ana tēnei mahinga hira i te āhuratanga waiwai, pūmau hoki o ngā ratonga e tukuna ana e mātau me te hiranga o ēnei ki ā mātau kiritaki me te hapori. Mā te toitū o ngā mahi o tā mātau pakihi, ka tino whānui ngā hua ka puta, ā-taiao, ā-pāpori, ā-pūtea hoki mō Aotearoa haere ake nei.

Material issues

- Compliance
- Innovation
- Integrity
- Internal systems
- Long term profitability
- Regional solutions
- Reporting on demand and actual weight
- Social licence to operate
- Waste minimisation is core business

What we want to achieve

- We develop solutions to suit different-sized markets across New Zealand.
- We are a net-positive business with a strong social licence to operate.
- We have full legal compliance across all of our sites, services and operations at all times.
- We are honest, ethical, and act with strong moral principles of right and wrong.
- We lead the waste sector in positive transitional change to make waste reduction and minimisation profitable.
- We have robust internal systems and processes, with data available to monitor progress against key performance indicators.
- We are profitable over the long-term.

2019 Review

The following summarises our goals, action and progress achieved during 2019.

Goals	Projects	Status	2019 Update
Reaffirming compliance	a) Conduct a full comprehensive review across environmental and health & safety compliance	Achieved	A review of our compliance systems and processes has been completed with six major recommendations. The report is currently under final review with the HSE Manager
	a) Identify and implement opportunities for improvement by Q2 2020	Ongoing	No recommendations have been implemented during 2019 and the results of the compliance review are under consideration for 2020

2019 Review

Reducing carbon through EV trucks	a) Convert 20 diesel trucks to electric	Partially Achieved	Nine converted EV trucks are now on the road with a tenth currently being converted from our fleet of 800 trucks. 20 EV truck kit-sets were purchased in 2019, and the EV truck conversion process is expected to accelerate during 2020
	b) Support other New Zealand businesses to convert their trucks to electric through our Innovation Hub	Partially Achieved	A number of companies were provided insights into our programme with tours of our EV truck workshop during 2019. No third-party orders have yet been placed, although opportunities continue to be explored
Identifying solutions for problem waste streams	a) Expand our end of life tyre processing capability to produce tyre derived fuel	Achieved	<p>We have been converting used tyres into tyre derived fuel (TDF). Production and transportation to Golden Bay Cement started during the year, which will reduce greenhouse gas emissions from Golden Bay Cement by substituting the TDF for coal</p> <p>Our waste tyre collection network is expanding to the Waikato and Bay of Plenty regions, supporting a wider range of customers. In 2019, 11,503 tonnes of tyres were recycled for alternative fuel</p>
	b) Identify and support implementation of sustainable solutions within New Zealand for specific problem waste streams by Q4 2020	Ongoing	<p>Strategic partnerships with local onshore solutions for scrap plastic have resulted in approximately 70% of the plastics we collect and process being sold to New Zealand customers. For example, as international markets for plastic film declined we have been able to encourage the development of a sustainable local market here in New Zealand. We are pleased that there are now three processors in the country who process plastic film into new or secondary raw materials</p> <p>Work has also progressed during the year to identify solutions for problem waste streams, including an e-waste partnership with Remark IT, where we trialled a new collection and processing site. More than six councils we partner with have made changes to plastic kerbside collections and are now collecting 1 & 2 plastics only, ensuring materials collected are being recycled. Residential contamination rates have improved significantly, resulting in better recovery rates and lower volume to waste</p> <p>We have also been focusing on reducing recycling contamination with commercial customers. We are very thankful to our customers for the success we are having together, with contamination rates improving, resulting in better recycling recovery rates for all</p>
	c) Search globally for leading, sustainable solutions to waste and environmental services by Q4 2020	Ongoing	Senior staff visited a number of recycle plant manufacturers and processors in Asia to gain an understanding of the latest sustainable waste and environmental services

2020-2025 Goals

Goals	Actions	2020	2025
1. Contribute to New Zealand's circular economy	Develop partnerships with New Zealand manufacturers who are customers to support and drive the circular economy	One initiative commenced	Five initiatives commenced since 2020
2. Manage climate change risk	Identify, assess and mitigate Waste Management's climate change risks	Climate change risk register created, with risk mitigation plans identified	Climate change risk register updated and reviewed each year, with risk mitigation plans implemented, tracked and reported
3. Minimise our own waste	Implement the 2020 Waste Minimisation Plan	100% of waste data from 80% of sites (by volume) captured and reported	5% reduction in waste per annum per site (once baseline data has been captured)

Long Term Contribution

Our Business key theme supports five United Nations Sustainable Development Goals (SDGs). Efforts to manage climate change risks supports decent work and economic growth (SDG 8) and industry, innovation and infrastructure (SDG 9). Contributing to moving towards a circular economy and reducing our own waste will support sustainable cities and communities (SDG 11) and responsible consumption and production (SDG12). We work alongside many partners to achieve these goals (SDG17).



About Waste Management

Operations

Waste Management is the largest waste and environmental services company in New Zealand. We have provided services across the country for more than 35 years, from general waste and recycling for commercial clients, to hazardous waste treatment for industry and kerbside collections for residential homes.

We're specialists in waste minimisation, resource recovery and recycling. We see waste as a valuable resource, which can be reused, redirected, or recycled back into a circular economy. From turning greenwaste into compost, milk bottles into wheelie bins, or old tyres into fuel, our focus is on finding a beneficial, sustainable re-use for the community's waste.

This includes owning and managing modern landfill and energy parks, where waste is carefully contained to collect landfill gas which is used to generate renewable electricity that can power more than 23,000 homes across New Zealand and 100% of leachate from our landfills was captured.

Our Living Earth facilities have more than 20 years' experience turning organic waste into compost. Our plant in Christchurch processes nearly 50,000 tonnes of food and greenwaste annually. Overall in 2019, 112,141 tonnes of food and garden waste was turned into compost.

Our materials recovery facilities across New Zealand process a range of materials from old corrugated cardboard to glass to plastics so they can be sold as a commodity input into making new products. In 2019, 121,068 tonnes of recycling was collected.

Through our Waste Management Technical Services brand, we provide disposal services for hazardous waste, liquid waste, medical and biohazardous waste, sharps, oil waste, tyre recycling, and asbestos. In 2019, 73,986 tonnes of hazardous waste was removed and treated.

Waste is carefully contained to collect landfill gas which is used to generate renewable electricity that can power more than

23,000

homes across New Zealand.



Our FlexiBin® product provides a fast, simple, and versatile waste solution sold through national retailers for general waste, greenwaste, or construction and demolition waste.

Finally, Canterbury Waste Services is our brand which provides services to Transwaste Canterbury Limited.

Changes to our operations during 2019

During 2019, we continued to evolve our operations in response to market needs.

We enjoyed expanding into Queenstown, through provision of the Queenstown Lakes District Council household waste and recycling collection services, as well as through expansion of our commercial services to customers in the region.

In Auckland, our new five rated Green Star Auckland headquarters at East Tamaki was completed at year end.

Our Wellington recycling operation and a small site office in Hamilton were closed in December, with staff relocated into our central Hamilton site.

Health and Safety

We are very clear on what drives health and safety at Waste Management— we want our people to go home safe every day.

To ensure this happens, we have developed robust Health, Safety, Environment and Quality (HSEQ) systems to ensure the safety of all team members, as well as members of the public, which is externally audited. Our focus on safety is a continual work in progress, backed by our senior management, and fully documented with rigorous company-wide management systems.

We have a nationwide training plan, which includes two main types of training - core and elective.

All our team members are required to complete core training, comprising of four courses:

- Company induction
- Site induction
- Risk management awareness
- Injury management

Elective training courses are not required, but are identified for individual employees based on compliance and risk management for their position. Elective training includes numerous modules in the following categories:

Our values

The way we operate is a source of pride and passion for our people. Our values guide how each of us behaves day to day. They're the sum of our shared experiences and ambition, and we live by them. It's the shared vision of the

entire Waste Management team that defines our company. Our collective positive attitude helps us meet the challenge of managing New Zealand's waste every day.



SAFETY IS everything

It's more than compliance, it's fundamental to everything we do!

- We are equally committed - no exceptions
- We look out for each other and everyone we have contact with
- We respect local rules
- We wear safety well: half-done is half-hearted



CHALLENGES energise us

Through perseverance and innovation we always find the answer!

- We stay curious and inventive
- We step up and get involved
- We take time to understand and explore the options first
- We work as a team and count on each of us playing their part well



CARE AND responsibility

Safeguarding our environment ensures we have a safe, clean and healthy future.

- We take responsibility personally
- We keep it clean, we keep it tidy
- We promote the good we all do
- We bring a good attitude every day



COMMUNITY commitment

We are proud, proactive and engaged!

- We represent Waste Management wherever we are
- We are actively involved
- We respect our customers and ourselves
- We say 'Hi', 'Goodbye' and 'Thank-you'

- Safety and environment
- Heavy/ light vehicle/ plant and equipment

All staff attend our health and safety Toolbox Talks each month. These assess and review best practice safety procedures, and are a forum for improving our performance through shared experiences. Every meeting involving four or more Waste Management staff starts with a "safety moment", where one attendee provides a relevant safety tip or observation for the benefit of everyone.

Every branch of Waste Management also has a safety committee, which regularly reviews that branch's own safety performance.

"Safety is at the heart of everything we do"

Risk identification

We have identified 13 critical risks, which are the hazards that pose the highest consequence of injury or ill health in our operations and we have a comprehensive strategy to raise awareness of these risks and to address them.

SLAM to be safe

We SLAM. Stop, Look, Assess, Manage. It's the approach we take to every task and our staff are trained to SLAM and make the right safety decisions for the circumstances.

Promoting team health

The happiness, health and wellbeing of our team is a priority and we have put in place several programmes to achieve this.

- All our team members have access to Vitality Works, which includes free annual medical check-ups and access to a range of videos, articles and information on health and wellbeing
- Our Employment Assistance Programme offers free, confidential counselling
- We undertake mandatory drug and alcohol testing and provide rehabilitation, if required
- Access to a stop smoking programme

Further detail in Appendix iii: Our Health and Safety results.



Sustainability Advisory Board

Our Sustainability Advisory Board provides an external lens on our progress in implementing our strategy.

The Board gives challenging and constructive feedback, along with direction and advice in relation to our future sustainability activities.

Members in 2019:

Sir Rob Fenwick KNZM (Chair)

Businessman, environmentalist, professional director and farmer, Sir Rob belonged to several sustainability advisory panels including Air NZ and Westpac and chaired the Fonterra panel. He was chairman of Aotearoa Circle and Sustainable Seas National Science Challenge, and director of Te Papa Tongarewa and Ngati Whatua Orakei's corporation Whai Rawa Ltd.

He was an inductee of NZ Business Hall of Fame; recipient of the Blake Medal; an honorary doctorate from Lincoln University and was knighted for services to business and the environment in 2016.

Lisa Martin

Lisa Martin is the Managing Director of her own consultancy, specialising in business strategy, risk and sustainability, and until recently was the General Manager of Sustainability at Sanford Group, New Zealand's largest and most diverse seafood business, where she made a significant contribution to Sanford's leadership in sustainability, both within and

outside of the seafood sector in New Zealand, as well as more widely around the globe.

Lisa is a visionary and strategic leader, with strong technical skills, passion and drive to achieve exceptional outcomes. She is a highly motivated, capable and solutions-focused professional, with a track record of success in leading, designing and delivering best practice sustainability programmes.

Tim Manukau

Tim is of Tainui Māori descent and is currently the Deputy Director of Te Waiora Joint Institute for Freshwater Management (Waikato University & NIWA) and an environmental advisor and consultant to councils, iwi and corporates.

Tim was a long time Environmental Manager for the Waikato-Tainui iwi and an advisor on the Waikato River Treaty Settlement negotiations. Tim was a technical advisor to the Iwi Leaders Group for Freshwater and Climate change; and developed joint management agreements and ministerial accords with local and central government, which promoted sustainability as a core principle.

Tim has represented corporate, government, council, iwi and community interests in the area of resource management for many years and has acted as an independent hearings commissioner and review panel member for resource consents applications and Environment Court appeals. Tim was a member of Hamilton City's Environmental Sustainability Strategy Leadership Forum and has been an advocate for indigenous sustainability practices and knowledge both in NZ and overseas.



Left to right: Managing Director Tom Nickels and Sustainability Advisory Board members Sir Rob Fenwick, Lisa Martin and Tim Manukau

Carbon Footprint

Through the Climate Leaders Coalition, we have committed to reducing our carbon footprint in line with the Paris Agreement, aiming to keep the world within two degrees of warming.

In 2019, we achieved our target to create our first carbon footprint reduction plan, which identifies a range of carbon reduction projects to reduce our impact on climate change and to help us move towards a future low carbon economy. These projects include an ongoing expansion of our EV truck programme and new projects such as our first ever electric bin and truck washes at our new facility in East Tamaki in Auckland. Our carbon footprint reduction plan does not use carbon offsetting to meet our reduction targets and goes into effect during 2020.

Waste Management's largest emissions are Scope 1 which make up 88% of our carbon footprint and come from our landfills and diesel use through our truck fleet; direct emissions (Scope 1) occur from sources that are owned or controlled by the company.

72% of Waste Management's carbon footprint is from landfills, which reflects the amount of waste generated by the communities we service and are highly variable. As we do not directly control the amount of waste generated by the communities we service, our carbon footprint reduction plan focuses on reducing our operational carbon footprint, which excludes landfill emissions. However, Waste Management remains focused on limiting the emissions from our landfills, ensuring we capture maximum landfill gas to generate renewable electricity.

For transparency we will continue to report our total carbon footprint, which includes landfill emissions.

Our base year is 2017, and an equity share approach was used to calculate our carbon footprint.

Waste Management's carbon footprint 2017 to 2019

	2017	2018	2019
Scope 1	160,227	121,771	196,023
Scope 2	928	939	744
Scope 3	26,188	26,497	25,308
Total gross emissions	187,344	149,207	222,075

All GHG emission gases are included and the emission factors are defined as per the Toitū Carbonreduce programme.

Waste Management's Operational Carbon Footprint

	2017	2018	2019
Scope 1	34,846	34,114	35,248
Scope 2	928	939	744
Scope 3	26,188	26,497	25,308
Total operational emissions	61,962	61,550	61,300

All GHG emission gases are included, except landfill emissions, and the emission factors are defined as per the Toitū Carbonreduce programme.

¹Carbon dioxide equivalent, or CO2e is a term for describing different greenhouse gases in a common unit. For any quantity and type of greenhouse gas, CO2e signifies the amount of CO2 which would have the equivalent global warming impact.

Emissions in 2019

We achieved a reduction in operational emissions of 1.1% in 2019 against our baseline year of 2017, with a reduction of 0.4% between 2018 and 2019. Diesel, which makes up 72% of our operational carbon footprint, was the same as 2018, which is a good result after an expansion into Queenstown during 2019.

Two good reductions in emissions last year come from our EV light fleet programme and reduced air travel. Petrol regular emissions reduced 34% as in 2019, 33% of our light fleet is now plug-in electric. Air travel experienced a significant 30% reduction in flight emissions, following an 14% decrease the year before.

Ownership

Waste Management NZ Limited is a New Zealand-based company, with its headquarters at 318 East Tamaki Rd, East Tamaki, Auckland.

We are part of the Beijing Capital Group, which is a leading group operating in the solid waste, water and environmental protection industries. Beijing Capital Group Co Limited is the ultimate holding company of Waste Management.

Waste Management is also involved in the following joint ventures:

- 50% ownership of Waste Disposal Services with Auckland Council
- 50% ownership of Transwaste Canterbury Limited with the other 50% owned by Christchurch City Council, and the Hurunui, Waimakariri, Selwyn and Ashburton district councils
- 50% ownership of Midwest Disposals Limited with Envirowaste Services Ltd.



“Further reducing our carbon footprint will not be easy. But we have clear and significant goals, and we are committed to delivering them.”

Governance

Waste Management's Executive Management Team is responsible for all decision-making on economic, environmental and social topics.

Waste Management New Zealand Executive Organisation Chart



Tom Nickels
Managing Director



Evan Maehl
Chief Financial Officer



Michael McSaveney
GM Upper North Island



David Howie
GM Lower North Island



Gareth James
GM South Island



Ian Kennedy
GM Operational & Technical



Marsha Cadman
GM Customer & Sustainability



David Perkins
GM Technical Services



Guy Smith
National HSE Manager



Sharon Scott
National Corporate Services & HR Manager

Team

Our team of 1758 people is spread across New Zealand, with 1490 permanent employees and 67 temporary employees.

In addition, we have 201 owner-drivers who make up 11% of our team, doing the same work as full-time company drivers but as subcontractors - they own and operate their own collection truck.

Further detail in Appendix iv: Our team in numbers.

Stakeholder Engagement

We are in the process of creating a comprehensive stakeholder engagement strategy. This will address a range of key topics and concerns raised by our stakeholders, as well as our approach to stakeholder engagement.

Memberships

Waste Management is an active member of, or holds accreditation with, a number of organisations:

- Accident Compensation Commission (ACC): Waste Management is accredited as part of the ACC Accredited Employers Programme
- Climate Leaders Coalition (CLC): We've been a member since 2018. CLC aims to help New Zealand transition to a low emissions economy and create a positive future for New Zealanders, business, and the economy by supporting the Paris Agreement aim to keep the world within two degrees of warming

- New Zealand Green Building Council (NZGBC): Supporting sustainable building and construction practices
- Sustainable Business Council (SBC): Working towards a balanced pursuit of economic growth, ecological integrity, and social progress
- Sustainable Business Network (SBN): Working with other companies to transition New Zealand towards a low carbon economy
- Toitū Envirocare: We are a Toitū carbonreduce certified organisation, requiring annual independent verification of our carbon footprint and strategies to manage and reduce our carbon footprint, meeting the ISO 14064 standard and the Greenhouse Gas Protocol.

Supply-chain

We have approximately 3,000 suppliers who typically specialise in the provision of industrial goods, equipment and services, including commodity industrial consumables and expendables, to highly specialised scientific-grade products. These suppliers are overwhelmingly New Zealand-based though some of our equipment does come from Europe, America, India and China.

The services we receive can be complex and labour intensive, with both entry level labour requirements as well as ultra-specialised services. At least 25% of Waste Management's spend is directly related to labour intensive services. Similarly, many goods and equipment we purchase come with some ancillary services for maintenance, installation and advisory.

There has been no significant change in our supply chain during 2019.

Case Study



Climate Leaders Coalition

Waste Management NZ Limited was an early signatory to the Climate Leaders Coalition (July 2018), which now has over 100 signatories, represents 60% of New Zealand's gross emissions, employs nearly 180,000 people and makes up more than a third of private sector GDP.

Our membership means we have committed to measuring and publicly reporting our carbon footprint, setting a public emissions reduction target and working with our suppliers to reduce their emissions.

CLC 2019 Statement

As signatories to the Climate Leaders Coalition, we are acting on climate change now, to create a future that is low-emissions, positive for our businesses and the economy, and inclusive for all New Zealanders.

We are committed to the Paris Agreement target to keep

warming below 2 degrees and to further pursue efforts to limit the temperature increase to 1.5 degrees.

By being a signatory to the Coalition, our organisations are actively:

Measuring our carbon footprint, having the data independently verified by a third party and making the information publicly available;

Adopting targets grounded in science that will deliver substantial emissions reductions so our organisations contribute to New Zealand being carbon neutral by 2050. These targets will be considered in current planning cycles;

Assessing our climate change risks and publicly disclosing them;

Proactively supporting our people to reduce their emissions, and

Proactively supporting our suppliers to reduce their emissions.

Appendix i: GRI General Disclosures Index

This report has been prepared in accordance with the GRI Sustainability Reporting Standards (GRI), applied to a core level of compliance. To achieve core compliance, we must report against at least one disclosure for each material topic listed here. For further information, refer to www.globalreporting.org

Disclosure	Name	Description and/or page number
General Disclosures		
102-1	Name of organisation	Waste Management NZ Limited Pg. 32
102-2	Activities, brands, products and services	About Waste Management – Operations Pg. 29
102-3	Location of headquarters	318 East Tamaki Rd, East Tamaki, Auckland, NZ Pg. 32
102-4	Location of operations	About Waste Management – Operations Pg. 29
102-5	Ownership and legal form	About Waste Management – Ownership Pg. 32
102-6	Markets served	About Waste Management – Operations Pg. 29
102-7	Scale of the organisation	Appendix iv Team in numbers Pg.40
102-8	Information on employees and other workers	Appendix iv Team in numbers Pg. 40
102-9	Supply chain	About Waste Management – Supply Chain Pg. 34
102-10	Significant changes to the organisation and its supply chain	i. About Waste Management – Operations Pg. 29 ii. No changes to report iii. No changes to report
102-11	Precautionary principle or approach	The precautionary principle is not formally used by Waste Management, but the assessment of risk incorporates assessing the significance and likelihood of environmental risks.
102-12	External initiatives	About Waste Management – Memberships Pg. 34
102-13	Membership of associations	About Waste Management – Memberships Pg. 34
102-14	Statement from senior decision maker	From our Managing Director Pg. 2
102-16	Values, principles, standards, and norms of behaviour	About Waste Management – Values Pg. 30
102-18	Governance structure	About Waste Management – Governance Pg. 33
102-40	List of stakeholder groups	About Waste Management – Stakeholder engagement Pg. 34
102-41	Collective bargaining agreements	Appendix iv Team in numbers Pg. 40
102-42	Identifying and selecting stakeholders	About Waste Management – Stakeholder Engagement Pg. 34
102-43	Approach to stakeholder engagement	About Waste Management – Stakeholder Engagement Pg. 34
102-44	Key topics and concerns raised	About Waste Management – Stakeholder Engagement Pg. 34
102-45	Entities included in the consolidated financial statements	About Waste Management – Ownership Pg. 32
102-46	Defining report content and topic boundaries	Our Report Pg. 3
102-47	List of material topics	Our Material Issues Pg. 4
102-48	Restatements of information	Our Report Pg. 3

Disclosure	Name	Description and/or page number
102-49	Changes in reporting	Our Report Pg. 3
102-50	Reporting period	Our Report Pg. 3
102-51	Date of most recent report	Our Report Pg. 3
102-52	Reporting cycle	Our Report Pg. 3
102-53	Contact point for questions regarding the report	Back page
102-54	Claims of reporting in accordance with the GRI Standards	Our Report Pg. 3
102-55	GRI content index	Appendix i GRI General Disclosures Index Pg. 35
102-56	External assurance	GRI General Disclosures Index Pg. 3
Environmental Topic Disclosures		
305-1	Direct (Scope 1) GHG emissions	About Waste Management – Emissions in 2019 Pg. 32
305-2	Energy indirect (Scope 2) GHG emissions	About Waste Management – Emissions in 2019 Pg. 32
305-3	Other indirect (Scope 3) GHG emissions	About Waste Management – Emissions in 2019 Pg. 32
305-5	Reduction of GHG emissions	About Waste Management – Emissions in 2019 Pg. 32
307-1	Non-compliance with environmental laws and regulations	No significant fines or non-monetary sanctions for non-compliance.
Social Topic Disclosures		
403-1	Occupational health and safety management system	About Waste Management – Health and Safety Pg. 29
403-2	Hazard identification, risk assessment, and incident investigation	About Waste Management – Health and Safety Pg. 30
403-4	Worker participation consultation, and communication training on occupational health and safety	About Waste Management – Health and Safety Pg. 29
403-8	Workers covered by occupational health and safety management system	Appendix iii Health and Safety results Pg. 39
403-9	Work-related injuries	Appendix iii Health and Safety results Pg. 39
403-10	Work-related ill health	Appendix iii Health and Safety results Pg. 39

Appendix ii: Material issues defined

Short name	Key Theme	Description
Brand	Our Customers	Waste Management is seen as a company that works proactively to achieve its customers' waste goals.
Collaboration	Our Customers	Collaborating with partner organisations to deliver solutions for customers and for communities.
Communication	Our Community	Waste Management is a strong communicator and advocate, both internally and externally, and is vocal on waste issues in the public domain where it needs to be.
Community engagement	Our Community	Proactive engagement with local communities over the long-term, e.g. through community committees, youth councils and direct relationships with iwi.
Community investment	Our Community	Investment in local communities, particularly in areas that relate to Waste Management, e.g. taking waste from stream/waterway clean-ups in partnership with iwi and/or organisations such as Sustainable Coastlines.
Compliance	Our Business	Ensuring full legal compliance at all times, and proactively marketing this to large customers.
Consistent excellence	Our Customers	Relationships and reporting are of a consistently high standard. Best practice is identified and implemented company-wide (where appropriate).
Culture	Our People	Staff are proud of working for Waste Management and share their knowledge of the waste industry with those outside the company; internal collaboration to improve outcomes.
Customer experience	Our Customers	Creating a positive experience for all customers, e.g. a focus on delivering solutions, having helpful front-line staff, having well-maintained trucks and courteous drivers.
Customers as partners	Our Customers	Waste Management moves towards partnerships (rather than transactional relationships) with key customers throughout New Zealand, focused on achieving their sustainability goals and targets.
Diversity & inclusion	Our People	Waste Management has an inclusive culture and working practices with diversity (in gender, race, age, etc.) at all levels of the company.
Education on waste	Our Community	Raising awareness of how waste is treated in New Zealand by sharing knowledge with staff, customers, schools, communities and government. Delivered through videos, infographics, brochures, teaching materials, site open days, social media, etc. This would tell the story of waste, including recycling, composting, landfill and speciality waste streams (e.g. hazardous waste and e-waste).
Employer of choice	Our People	Waste Management is seen as an employer of choice.
Environment in decision-making	Our Environment	Environmental issues are used as a lens through which all major decisions are assessed, focusing on greenhouse gas emissions, energy, water, direct discharges and biodiversity.
Health & safety	Our People	Health and safety remains a top-tier priority for Waste Management.
Innovation	Our Business	Waste Management leads the waste sector in innovation, e.g. through electric trucks, generating energy from landfill gas, low carbon waste solutions, and new waste processing technologies.
Integrity	Our Business	Waste Management is genuine, ethical, acts with integrity and walks the talk.
Internal systems	Our Business	Internal systems are robust and clearly documented (e.g. do not rely on individuals). Visibility of performance against KPIs (site and company). Data is captured at a granular level and easily available (e.g. waste deposited per end-point and waste diversion rates at company and regional levels).

Short name	Key Theme	Description
Investment in people	Our People	Waste Management invests in training and development of its own people at all levels, from front-line staff to supervisors to technical experts.
Leadership on waste	Our Community	Proactive engagement with central and local government on waste issues, and leadership of the wider waste industry.
Long-term profitability	Our Business	Waste Management is a profitable business over the long-term.
Regional waste solutions	Our Business	Landfill/recycling/composting solutions to suit different-sized markets that treat waste locally and profitably.
Reporting on-demand and on actual weights	Our Business	Reporting is based on actual weights (not estimates), is customer-pulled (e.g. through live reporting and interactive portals) and includes landfill diversion rate alongside other key metrics.
Social licence to operate	Our Business	Waste Management is a net-positive business with a strong social licence to operate, e.g. through actively restoring ecosystems (e.g. waterways polluted with plastic waste) or by extending the "landfill as an energy park" concept, starting first with waste-to-energy and then installing solar/wind/battery technology on-site, providing a long-term income for the landfill once it is retired.
Transparency	Our Customers	Waste Management is transparent and honest, e.g. is up-front if something cannot be recycled for a technical/economic reason (also discussing solutions being worked on), provides advanced notice of expected future increases in landfill fees, etc.
Waste minimisation is core business	Our Business	Waste Management makes waste minimisation and landfill diversion profitable and part of its core business.

Appendix iii: Health & safety results

Due to low frequency levels of work-related ill health events, we combine statistics for work-related injuries and illnesses together.

Waste Management 2019 employee health and safety results:

Type	Count	Rate
Fatalities as a result of work-related injury or ill health	0	0
High-consequence work-related injuries or ill health (excluding fatalities)	4 (Lost Time Injuries - LTI)	LTIFR = 1.2
Recordable work-related injuries or ill health	349 (First Aid Treatments (FAT) = 342, Medical Treatment Injuries (MTI) = 7)	MTIFR = 2.0 TRIFR = 3.2
Most common type of work-related injury or ill health	151 strains recorded	-
Total number of employee hours	3,462,493 hours	-

MTIFR – Medical Treatment Injury Frequency Rate

Formula is: number of MTIs within the rolling period x 1 million / the rolling period hours worked

LTIFR – Lost Time Injury Frequency Rate

Formula is: number of LTIs within the rolling period x 1 million / the rolling period hours worked

TRIFR – Total Recordable Injury Frequency Rate. TRIFR is the sum of LTI + MTI

Formula is: number of combined LTIs and MTIs for the rolling x 1 million / the rolling period hours worked

Waste Management 2019 owner drivers and contractors health and safety results

Type	Count
Fatalities as a result of work-related injury or ill health	0
High-consequence work-related injuries or ill health (excluding fatalities)	6 (Lost Time Injuries = LTI)
Recordable work-related injuries or ill health	72 (First Aid Treatments (FAT) = 69, Medical Treatment Injuries (MTI) = 3)
Most common type of work-related injury or ill health	0
Total number of employee hours	N/A – we do not record contractor hours

Rates have been calculated based on 1,000,000 hours worked.

Appendix iv: Team in numbers

Table 12: Total number of team members by employment type

Employment Type	Total
Permanent Contract	1490
Temporary Contract	67
Owner Driver	201
Total	1758

Table 13: Total number of employees by employment contract (permanent and temporary), by gender

Employment contract	Male	Female	Total
Permanent	1106	384	1490
Temporary	39	28	67
Total	1145	412	1557

Table 14: Total number of employees by employment type (full-time and part-time), by gender

Employment contract	Male	Female	Total
Full-time	1113	381	1494
Part-time	32	31	63
Total	1145	412	1557

Note, this data was compiled from our payroll system.

Any queries or feedback on this report contact
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