

2022 SUSTAINABILITY REPORT

Pūrongo Toitū

Ika pou whenua created by Ngāi Tahu master carver Fayne Robinson at the coastal viewing platform near Kate Valley Landfill.

Contents

Introduction

From our Managing Director	3
About Our Report	4
How We Create Value	5

Our New Sustainability Strategy

Our New Materiality Matrix 2022	6
Our Updated Sustainability Strategy: Porohita	7
Initiative 1	9
We care for our environment and community Ka manāaki tatou i to tatou Taiao me te hāpori	
Initiative 2	10
Expand Circular Services Whakanuia nga ratonga porohita	
Initiative 3	11
Carbon neutral He tūpapa warohea	
Initiative 4	12
A great place to work He wāhi tino pai ki te mahi	
Initiative 5	13
A trusted Kiwi business He Kiwi whai-painga he u manga pumau	

2022 in Review

Our Environment	15
Our Communities	19
Our Customers	22
Our People	25
Our Business	30

Waste Management in 2022

Our Strategy and Values	33
Our Operations	34
Interactions with te taiao – environment	35
Engagement with our stakeholders	37
Health and Safety	39
Sustainability Advisory Panel	41
Carbon Footprint	42
Ownership	44
Governance	45
Team	45
Policies	45
Partnerships and Memberships	46
Supply Chain	46

Appendix

Appendix i: GRI General Disclosures Index:	47
Appendix ii: 2022 Material issues	49
Appendix iii: 2018 Material issues	50
Appendix iv: Health & safety results	52
Appendix v: Team in numbers	52



From our Managing Director



Welcome to our Sustainability Report for 2022, which chronicles another year of Waste Management's sustainability story. This is our fourth annual GRI report, and the second I have contributed to as Managing Director.

2022 was another year of challenges and demands, but ultimately significant success for our team. Throughout this report we'll share some highlights and innovations that are leading Aotearoa New Zealand closer to a carbon neutral circular economy future

If you cast your mind back, the year began with the pandemic playing a central role in day-to-day life. Auckland and Northland were at the restrictive red "traffic light" setting, vaccine passes were carried everywhere and Omicron was the word du jour.

Omicron impacted all our people, but particularly those working within our medical waste team. They were, once again, pushed to the limits, with increased workloads and low staffing levels due to sickness and isolation periods. They rallied to meet the massive demand for PPE bins across the country and worked miracles when COVID vaccination and testing sites needed daily servicing. It is little wonder that collectively, this team won Waste Management's 2022 Team of the Year at our annual awards. They have immense mana and are widely respected by our team and customers.

In addition to the pandemic, our business was affected by the nationwide truck driver shortage, which caused challenges for operational teams across the country. It meant we needed to be flexible and adjust routes, while operations managers often got behind the wheel to support their teams with the workload. It was a display of tireless mahi from our drivers, who truly are the lifeblood of Waste Management.

In September the Overseas Investment Office approved the sale of Waste Management NZ to Igneo Infrastructure Partners. It quickly became apparent our new owners are a very good fit for us, with Igneo's ESG focus aligning well with our sustainability strategy and values, as well as our drive to a carbon neutral circular economy. We are looking forward to the future with Igneo and have been empowered to continue innovating towards the best possible environmental protections and circular solutions.

A good example of this is Our Business investing in waste reduction solutions for the building and construction industry, which is estimated to create around 40% of the waste going to landfill. We entered into a joint venture with Aliaxis NZ to create plastic recycling solutions for the Building and Construction industry. Read about this on page 31. Another circular innovation involved the design and build of our Te Taniwha o te kai kirihou (plastic eating monster) in Tauranga, which can process large plastic items for recycling. See this New Zealand one-of-a-kind on page 31.

With climate change and decarbonisation at the centre of our decisions, we are progressing with the electrification of our fleet, and had converted 28 diesel trucks to electric by the end of 2022. We also hit the milestone of 1,000,000 electric kilometres travelled, saving 1080 tonnes of CO₂e. Read more about this success for Our Environment on page 16.

World-leading gas capture at our Class 1 landfills took the equivalent of over 250,000 cars off the road in 2022 and this technology means our landfills only contribute 0.1% to Aotearoa's total carbon footprint – an outstanding result as we take the majority of the waste from the largest population centres in Auckland and Christchurch.

Our Sustainability team, with their focus keenly on the future, has grown the services offered to Our Customers. The aim is to help businesses understand the waste they are creating, reduce it and make better choices. In 2022 we also became the first waste company in Aotearoa to provide customers with a verified carbon footprint report, calculating the emissions associated with waste disposal. You can learn more about our Sustainability Services on page 23.

To support Our Communities in 2022 we have invested in the Sustainable Business Network's Challenge Hub, which looks to solve difficult recycling problems for businesses, see page 20. We continue to engage with mana whenua, and I and other members of our executive, along with tumu tikanga Te Teira Rawiri, were honoured to attend the anniversary celebrations of Māori King Tuheitia Potatau Te Wherowhero VII at Turangawaewae Marae in Ngaruawahia (see story on page 20). We are also building good relationships with iwi near our facilities, including Ngāti Manuhiri at the proposed Auckland Regional Landfill site.

Finally, Our People are the heart of everything we do. We initiated a company-wide engagement survey during 2022, which has given us frank feedback on where we are doing well for our people, and where we need to do better. One area we are working on is creating clearer pathways for career advancement through higher education. Aleks, Kurt and Danyon share their stories on page 26.

Thank you for taking the time to read our report. I am very proud of our work, our people and our commitment to sustainability into the future.

Evan Maehl
Managing Director
Waste Management

Our Report

Waste Management is delighted to present our fourth annual GRI sustainability report, covering the financial year 1 January 2022 to 31 December 2022.

Waste Management does not produce or release annual financial reports publicly.

We are very pleased to present our new sustainability strategy. It builds on our original 2018 strategy and our sustainability progress will be tracked against it in future sustainability reports.

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

There are no restatements of information claimed in this report. Waste Management's Executive Management Team have approved the new 2022 material topics along with this report.

Our external Sustainability Advisory Panel has reviewed this report and their feedback informs the ongoing development of our suitability strategy and programmes of work. An introduction to our panel can be found on pages 41.

As a member of the Sustainable Business Council (SBC), our GRI sustainability reports are audited by the SBC every two years under the World Business Council for Sustainable Development ([WBCSD](#)) International Reporting Matters Framework.



250,000 cars

Our gas capture at landfills take the equivalent of 250,000 cars off the road each year



25,000 homes

We created enough electricity from waste to power 25,000 homes in 2022



1 million kilometres

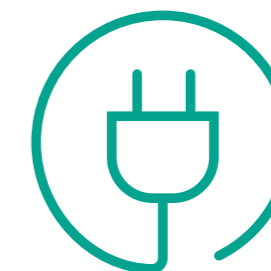
Our electric trucks have travelled over 1 million kilometres



Waste Management's modern landfills only contribute 0.1% of Aotearoa's total carbon footprint



We've reduced our operational carbon footprint by 24% over the past 5 years.



Electric trucks cost 77% less to fuel than diesel vehicles.

How We Create Value



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

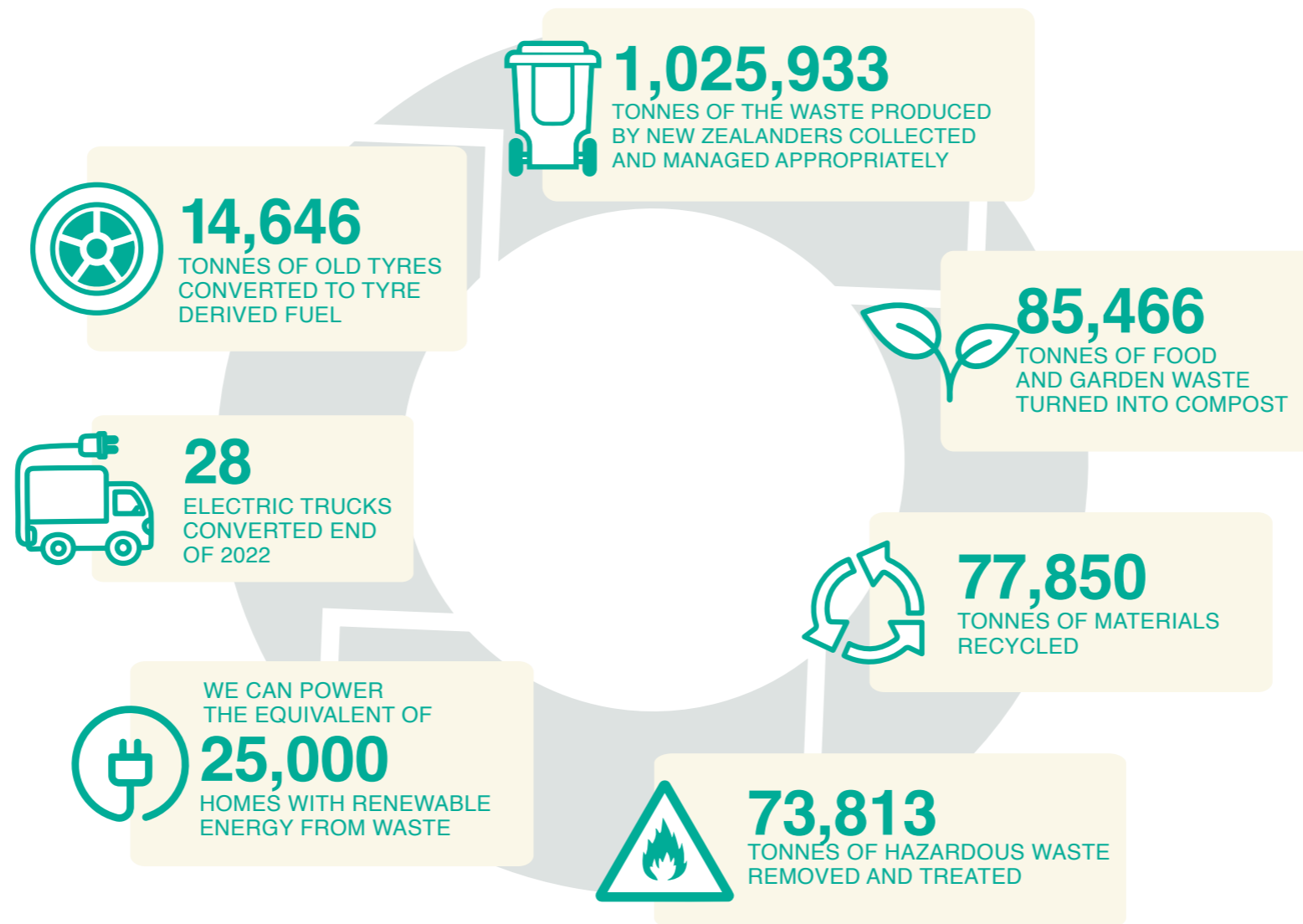
The skills, experience and capabilities of all of our team members, and our ability to develop and diversify our team to add maximum value to the business, for example our 31 engineers and 17 chemists.

Manufactured Capital

Tangible goods and infrastructure that we use that aid in providing valuable and innovative services to our customers, including facilities, fleet and bin containers.

Financial Capital

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



Based on Waste Management NZ Limited's 2022 national figures and rounded for communications purposes

Our Environment

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

Our Communities

Proactively engaging and sharing our knowledge by working in partnership with, and supporting our communities to minimise waste and improve recycling. Encouraging nationwide solutions around waste infrastructure and the role of modern landfills.

Our Customers

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

Our People

Maintaining a safe work environment and supporting a diverse, inclusive culture and disciplined work practices. Development and enhancement opportunities for our 1715 team members nationwide.

Our Business

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

Our purpose is to power a carbon neutral circular economy for future generations of Aotearoa New Zealand.

Our new Materiality Matrix 2022

With our sustainability strategy For Future Generations now five years old, it's time for a refresh. We've done this by completing a new materiality assessment, an exciting new sustainability structure, new goals and actions.

Our first material issues were identified in 2018 by engaging with a wide cross-section of internal and external stakeholders. Each stakeholder was interviewed to capture their views on the material issues they believe to be key for a forward-thinking, sustainable waste company. 26 issues were identified in 2018 as material for Waste Management through this process. After our stakeholder engagement exercise, more than 50 of Waste Management's leaders reviewed the identified issues to assess their impact on our business. These two rankings of external stakeholder importance and impact on the business created our first materiality matrix, shown in Appendix iii.

A new materiality analysis was conducted in 2022 to update and refresh our sustainability strategy.

Waste Management worked to identify the future sustainable material key issues by engaging with a wide cross-section of internal and external stakeholders.

External stakeholders included:

- Minister of Parliament
- Iwi
- Community organisation
- Local council
- Large customer
- Smaller customer
- Government department customer

Each stakeholder was interviewed by an external consultant to provide their independent views on the material issues they believed to be key for a forward-thinking, sustainable waste company to address now and into the future.

24 issues were identified in 2022 as material for Waste Management through this interview process. The material issues were then placed into a ranking survey and sent to our stakeholders, which included interviewees, business and residential customers, community partners, central and local government and our senior leaders. We received 438 responses.

These two rankings of external stakeholder importance on the horizontal axis (stakeholder importance) and impact on the business on the vertical axis (business impact) created our new materiality matrix shown below. This matrix presents the issues that are most urgent for us to address. These material issues were used to create a new forward-thinking sustainability strategy.

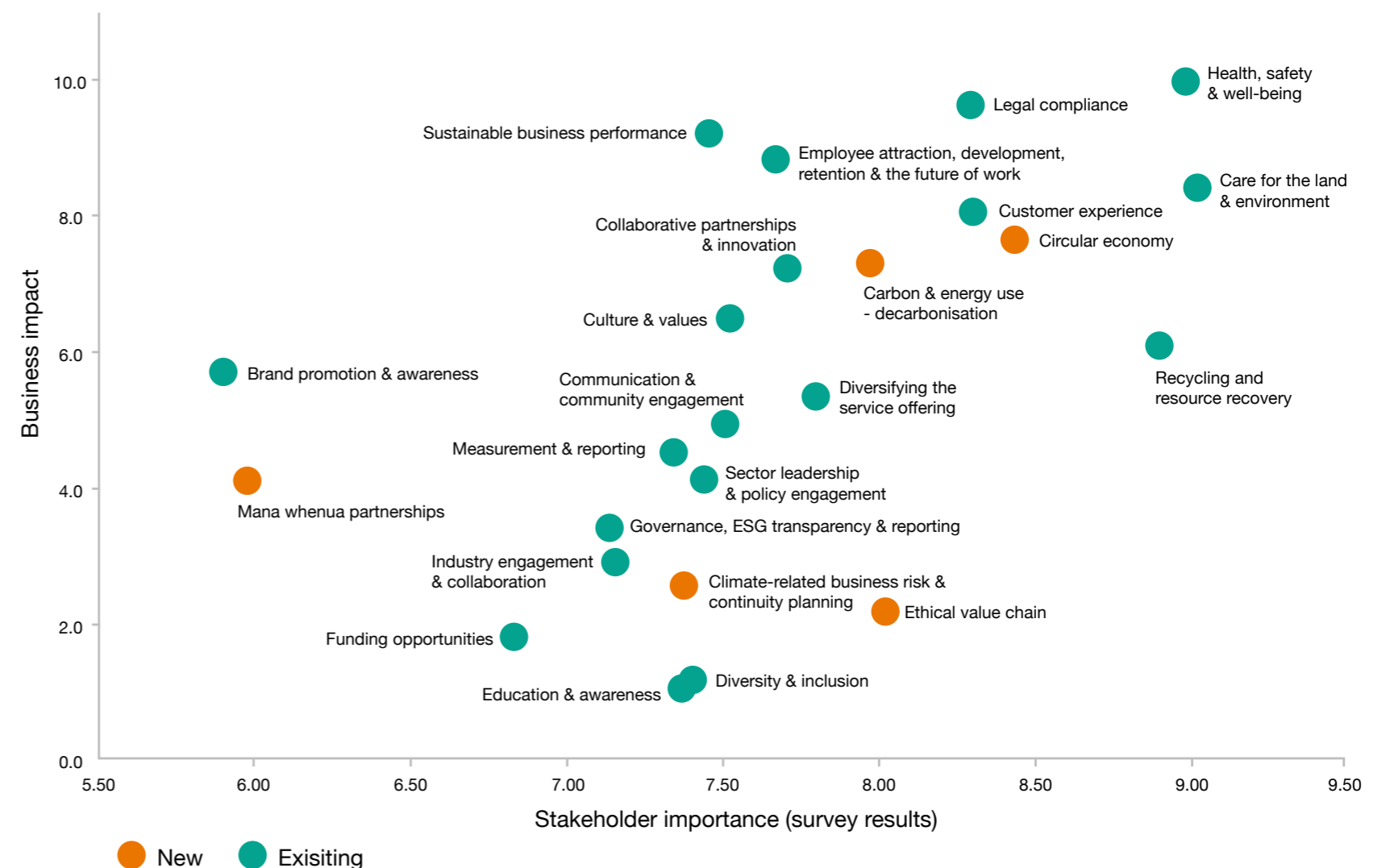
Waste Management has been prioritising sustainability for a while, and as such we were able to identify trends over time between our two materiality matrices. Material issues which were relevant in 2018 which are no longer identified by our stakeholders include consistent excellence and long-term profit. In addition, there are new material issues which were not

identified in 2017 but are now relevant in 2022 such as climate-related business risks and continuity planning, mana whenua partnerships and having an ethical value chain.

Existing material issues were updated with a more sustainable future lens, such as *Waste minimisation is core business* in 2017 becoming the *Circular economy* in 2022.

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

2022 Materiality Matrix



Our New Sustainability Strategy: WM Porohita, to be circular

The 2022 material issues were analysed in workshops with our Executive Management Team to create a new sustainability strategy based around five initiatives.

Each of our new initiatives is an overarching vision and has a number of high level objectives. Each objective has one to three detailed actions with key performance indicators for us to work towards.



Initiative 1

We care for our environment and community

Ka manāaki tatou i to tatou
Taiao me te hāpori



Initiative 2

Expand Circular Services

Whakanuia nga ratonga
porohita



Initiative 3

Carbon neutral

He tūpapa warohea



Initiative 4

A great place to work

He wāhi tino pai ki te mahi



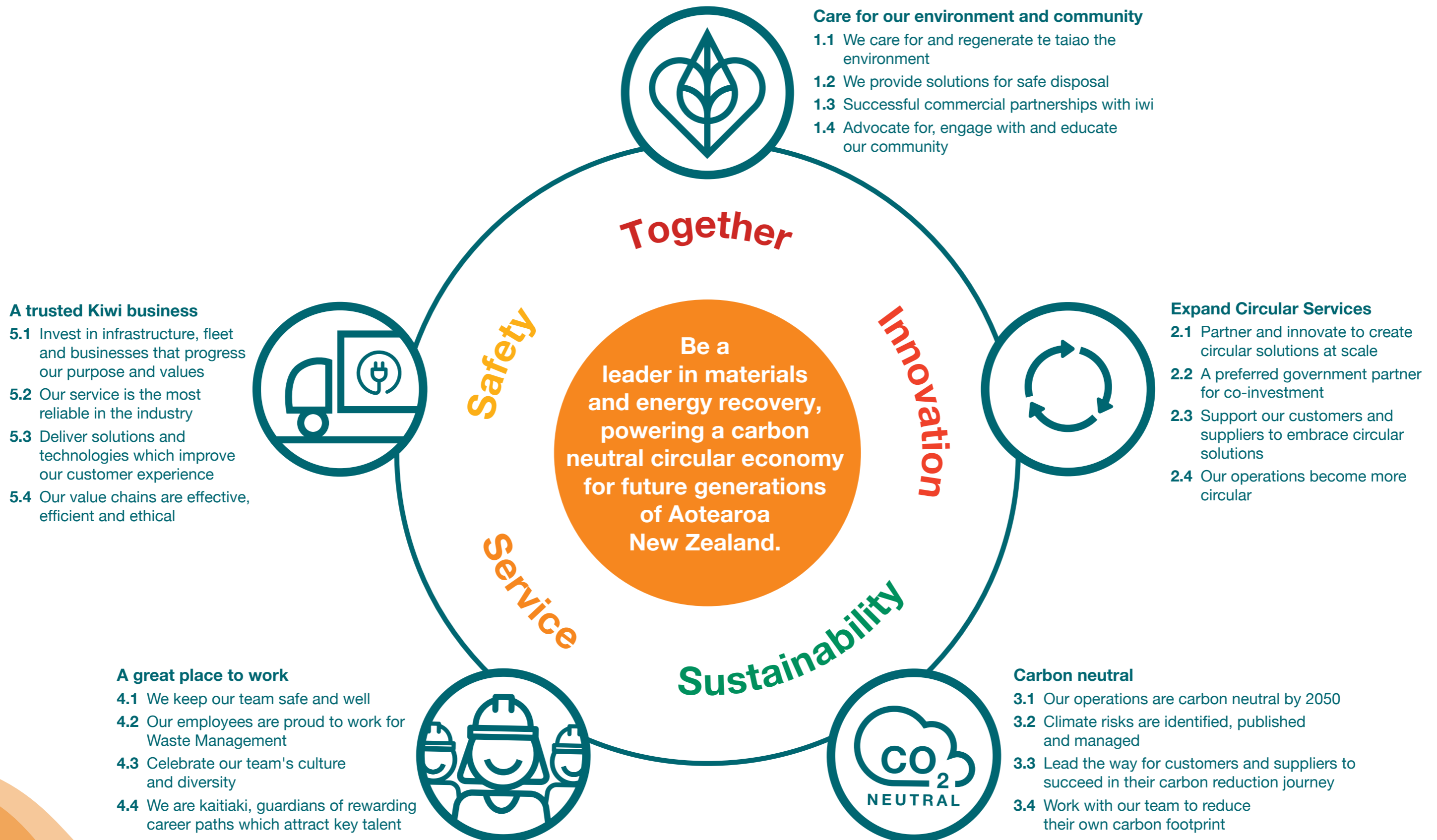
Initiative 5

A trusted Kiwi business

He Kiwi whai-painga he u
manga pumau



WM Porohita



Initiative 1



We care for our environment and community Ka manāki tatou i to tatou Taiao me te hāpori

Material issues: Care for the land and environment Communication & community engagement Education & awareness
 Mana whenua partnerships

Objective	Actions	Owners	2023 KPI
1.1 We care for and regenerate te taiao the environment	We are compliant to our environmental consent conditions	Executive GMs UNI, LNI, SI, TS & CS	Maintain consent compliance and ensure no major and significant environmental incidents
	Regeneration of native trees, wildlife and soil health with Living Earth compost and divisional planting	Executive GMs UNI, LNI, SI	Creation of division planting plan incorporating stakeholder engagement and biodiversity outcomes
1.2 We provide solutions for safe disposal	Help territorial authorities remediate old dumps	Executive GMs UNI, LNI, SI	Support a local authority to remediate an old dump
	Consent disposal facilities which protect our environment	Chief Engineering & Development Officer	Consent Auckland Regional Landfill
1.3 Successful commercial partnerships with iwi	Extend whanaungatanga with iwi	Chief People Officer	Extend whanaungatanga with iwi at our landfill and head office sites
	Develop commercial partnerships with iwi	Chief People Officer	Explore commercial partnerships with iwi
1.4 Advocate for, engage with and educate our community	Communication educates, is accurate, transparent and prevents greenwashing	Chief Growth & Sustainability Officer	Communications plan published annually and executed
	Advocate New Zealand's transition to a carbon neutral circular economy	Chief Growth & Sustainability Officer	Provide pragmatic feedback to government on policies and work with media to promote New Zealand's transition to a carbon neutral circular economy
		Executive GMs of UNI, LNI, SI, TS & CS, Chief Growth & Sustainability Officer	Provide leadership to industry and advocacy bodies to support New Zealand's transition to a carbon neutral circular economy

Initiative 2



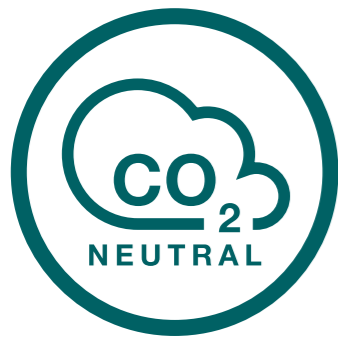
Expand Circular Services Whakanuia nga ratonga porohita

Material issues: Circular economy Collaborative partnerships & innovation Diversifying the service offering
Ethical value chain Funding opportunities Measurement & reporting Recycling & resource recovery

Objective	Actions	Owners	2023 KPI
2.1 Partner and innovate to create circular solutions at scale	Identify and secure partnerships for circular economy and recycling opportunities	Executive GM Circular Services Division	Initial list and quantify opportunity from potential recoverable materials created
		Executive GM Circular Services Division	Identify potential partnerships for circular economy and recycling opportunities, solving waste location and volume challenges
2.2 A preferred government partner for co-investment	Cofund applications to bring circular solutions to New Zealand at scale	Executive GM Circular Services Division	Three initiative grants filed
2.3 Support our customers and suppliers to embrace circular solutions	Standardised behaviour change approach to help customers adopt new circular services	Chief Growth and Sustainability Officer	Publish initial release of behaviour change support for municipal customers
	Provide insight on material flows in the circular economy	Executive GM Circular Services Division	Deep dive analysis on providing chain of custody data for three material streams
2.4 Our own operations become more circular	Our operations eliminate waste and circulate products and materials at the highest value	Managing Director	Three initiatives implemented



Initiative 3



Carbon neutral He tūpapa warohea

Material issues: Carbon & energy use – decarbonisation Climate-related business risk & continuity planning

Objective	Actions	Owners	2023 KPI
3.1 Our operations are carbon neutral by 2050	Implement activities from our independently verified carbon footprint reduction plan to reduce Waste Management’s carbon footprint in science aligned targets	Managing Director	Annual reduction in intensity GHG emissions of 12.6% including Scope 1, 2, 3 mandatory against a baseline year of 2020
	Identification and assessment of physical & transitional climate change risks	Chief Risk Officer	Physical risks due to climate change are quantified
Chief Risk Officer		Scope a TCFD assessment	
3.2 Climate risks are identified, published and managed	Our landfills have the lowest carbon footprint in the country for the volume of waste accepted	Chief Engineering and Development Officer	We deliver better than 90% gas capture rate at our owned Class 1 landfills
	Provide service offerings which assist with customers’ carbon reduction	Sustainability Manager	Implement 10 solutions which have allowed a customer to reduce their carbon footprint
3.3 Lead the way for customers and suppliers to succeed in their carbon reduction journey	Identify relevant suppliers to be carbon neutral by 2050 and work with suppliers to identify opportunities for them to be carbon neutral by 2050	Chief Financial Officer	Review our top suppliers’ carbon neutral commitments
	3.4 Work with our team to reduce their own carbon footprint	Work with our team to help them reduce their personal carbon footprint and make sustainable choices	Sustainability Manager

Initiative 4



A great place to work He wāhi tino pai ki te mahi

Material issues: Culture & values Diversity & inclusion Employee attraction, development, retention & the future of work
Health, safety & wellbeing

Objective	Actions	Owners	2023 KPI
4.1 We keep our team safe and well	Reduce the number of incidents across each of Waste Management's 13 critical safety risks	Chief Risk Officer	No injuries resulting in lifestyle changes
	Deliver health check-up programme to the Waste Management team	Chief Risk Officer	40% engagement in Waste Management's annual health and wellbeing check-up programme
4.2 Our employees are proud to work for Waste Management	Employee engagement trends to 80%	Chief People Officer	Employee engagement is 70%
	Our business and leaders are targeted and incentivised on a balanced scorecard of ESG and financial outcomes	Chief People Officer	Publish a new performance framework which balances performance, values and ESG outcomes
4.3 Celebrate our team's culture and diversity	Our company policies align with the UN global compact principles	Chief People Officer	Publish a Human Rights policy to improve alignment with the UN Global Compact Principles
	Execute the diversity and inclusion programme of work	Chief People Officer	Diversity and inclusion programme delivered on e.g. including diversity representation targets and pay gaps, etc
4.4 We are kaitiaki, guardians of rewarding career paths which attract key talent	Attract new team members through structured talent programmes	Chief People Officer	Introduce 4 Māori scholarships Prepare a graduate programme for 2024
	Deliver sustainability training to our staff to reinforce our company purpose	Sustainability Manager	Introduce sustainability training as part of our induction process

In 2022 7 out of 10 of our team rated Waste Management as a positive place to work.



Initiative 5



A trusted Kiwi business He Kiwi whai-painga he u manga pumau

Material issues: Brand promotion & awareness | Customer experience | Governance, ESG transparency & reporting | Industry engagement and collaboration
 Legal compliance | Sector leadership & policy engagement | Sustainable business performance

Objective	Actions	Owners	2023 KPI
5.1 Invest in infrastructure, fleet and businesses that progress our purpose and values	Invest in infrastructure to improve recovery and reduce environmental footprint	Chief Engineering and Development Officer	Progress upgrades of our infrastructure to improve recovery, effectiveness and reduce environmental footprint
	Invest in fleet to improve recovery and reduce environmental footprint	Chief Engineering and Development Officer	Progress upgrade of our fleet to improve recovery, effectiveness and reduce environmental footprint
	Investigate and execute opportunities to accelerate business progress via partnerships and acquisitions	Executive GMs of UNI, LNI, SI, TS, CS, Chief Growth and Sustainability Officer	Identify and progress opportunities
3.2 Our service is the most reliable in the industry	Provide excellent delivery of services to customers	Executive GMs of UNI, LNI, SI	Collections DIFOT - 98%
		Chief Growth & Sustainability Officer	Net Promoter Score = 11
5.3 Deliver solutions and technologies which improve our customer experience	Review our brand to align to our purpose	Chief Growth & Sustainability Officer	Brand review completed and enhancement programme designed
	Provide solutions which improve our customer experience	Executive GMs of UNI, LNI, SI, TS, Chief Digital Officer	Successfully implement new customer solutions for Auckland food waste and Eastern Waikato
5.4 Our value chains are effective, efficient and ethical	Ethical supply framework established	Chief Financial Officer	Our top suppliers are reviewed for ethical supply

2022 in review

This report concludes the final progress update against our original 2018 sustainability strategy, For Future Generations, which was formed around our first materiality matrix (refer to Appendix iii) and structured into five key areas, Our Environment, Our Communities, Our Customers, Our People and Our Business.

Our For Future Generations sustainability strategy projects have owners who are on our executive team and the progress is tracked, with [reports published on our website](#) on a quarterly basis. Our external Sustainability Advisory Panel (page 41) periodically review, and provide ongoing feedback to guide our strategy, performance and outcomes.



Our Environment



Our Communities



Our Customers



Our People



Our Business

A view of Tiromoana Bush near Kate Valley Landfill.



Our Environment

As an organisation, our purpose is to **power a carbon neutral circular economy for future generations of Aotearoa New Zealand.**

The key projects in this programme area reflect our efforts to protect the environment. We focus on reducing our carbon footprint, regenerative planting and enabling our team and suppliers to make their own changes to benefit the environment.

Tō Tātau Taiao

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



Measuring for any fugitive methane that is being released above the surface of Redvale's landfill cap.

Case Study

1 million electric truck kilometres and counting

In 2022 our electric truck fleet reached a significant milestone - 1,008,000 kg of CO₂e from entering the atmosphere.

It was a time to celebrate for our incredibly hardworking and talented EV truck team. Head of Fleet Jitesh Singh says it's invaluable having our own specialist EV Innovation Hub in Auckland to convert diesel trucks to electric.

"It lets us convert specialist refuse collection trucks, such as LEVs (low entry vehicles) and dual controlled side loaders, which are not available to buy. We've converted 28 EV trucks, now on the road, with a lot more to come."



Our EV fleet team

Some fast facts about our EV truck fleet:

- **They are quiet. A standard diesel engine produces approximately 100dB of noise. Our electric engines produce around 70dB. For context that's about the same difference as between an airplane and a diesel truck.**
- **The fuel cost of an EV truck is 17.5c/km compared to 78.7c/km for a diesel truck.**
- **Our EV trucks are capable of 25% regeneration (capturing the kinetic energy by braking and converting it to electrical power to recharge the vehicle's battery). That means 25% free fuel.**

A leachate evaporator called Irma



Irma photographed at dawn.

Redvale Landfill & Energy Park would like to introduce you to "Irma" – their leachate evaporation unit.

A BeneVap BV300, Irma was successfully installed in 2022 and commissioned at Redvale's newly constructed leachate treatment compound.

All landfills are required by consent to manage the collection and destruction of leachate (liquid from waste). Technical Manager Mechanical and Electrical Mike Beretta says as their older evaporator approached the end of its life, the Operational and Technical Services team set up a working group to investigate various treatment options from around the world. They decided on trialling a BeneVap Evaporation Unit (named Christine!) and after a successful trial period, a permanent unit was ordered for Redvale. That's when Irma made her debut.

An onsite evaporation unit is the most efficient and environmentally sustainable method of treating leachate because it cuts out the transport emissions involved in offsite haulage (for example to Technical Services in East Tamaki for treatment) and also uses landfill gas (LFG) in the evaporation process – which means one landfill waste product (LFG) can treat another (leachate).

Irma is particularly environmentally friendly, with lots of benefits including:

- She evaporates up to 50m³/day of landfill leachate at approximately 300m³/hr LFG consumption rate, making her one of the most efficient leachate evaporators in the world.
- Because she uses less LFG, there is more available for renewable power generation.
- She will prevent transport emissions of over 300 kg CO₂e per day, or roughly 100,000 kg CO₂e per year for the equivalent disposal at East Tamaki's Technical Services facility.

Waste Management is a pioneer in introducing this technology, which is now earmarked for more sites across Aotearoa.

Modern landfills are climate change leaders

Waste Management's modern landfills are taking the equivalent of over 250,000 cars off the road each year.

Class 1 modern landfills (like Redvale, Tirohia, Kate Valley, Whiford and Bonny Glen) have reduced gross carbon emissions by 43% since countries around the world started measuring their emissions in 1990.

Today modern landfills only make up 1.3% of Aotearoa's total carbon footprint, and Waste Management's landfills only contribute 0.1% of this – despite taking the majority of the waste from the largest population centres in Auckland and Christchurch.

New Zealand's latest [Greenhouse Gas Inventory](#) shows the waste sector in general, but especially Class 1 landfills, have achieved a big reduction in emissions.

Redvale, Tirohia, Whitford, Kate Valley and Bonny Glenn landfill & energy parks, with their world-class gas capture systems, have saved 800,000 tonnes of CO₂ equivalent in 2022.

To put that in context, if our landfills didn't have gas capture they would be releasing emissions equivalent to 250,000 cars on the road each year, or almost 6% of New Zealand's cars.

Not only have we stopped greenhouse gas from entering the atmosphere, we've created renewable energy – enough to power the equivalent of 25,000 homes in 2022.



Gas capture at Redvale Landfill & Energy Park to supply to the generators, evaporators and neighbouring greenhouses.

2018

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.

2022 in Review

The following table summarises our projects, KPIs and progress achieved during 2022.

Goal 1: Reduce carbon footprint

Projects	2022 KPI	Status	Progress
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	12.5% reduction in Waste Management's operational intensity carbon footprint against a 2017 baseline	Achieved ✓	Our operational intensity carbon footprint result is 82.9 tCO ₂ e/\$M which is 28% below the 2022 target of 115.3 tCO ₂ e/\$M, and 37% below our baseline 2017 result of 131.7 tCO ₂ e/\$M
Work with our team members to help them reduce their personal carbon footprints	6% of Waste Management team members have measured their carbon footprint and have plans to reduce their greenhouse gas emissions	Achieved ✓	Staff carbon footprinting programme ran during October with a doubling of participants from 2021 – achieving the target of 6%

Goal 2: Expand sustainable procurement

Projects	2022 KPI	Status	Progress
Implement activities to encourage suppliers to reduce their carbon footprint	20 suppliers have attended a Waste Management event on carbon footprint reduction	Not Achieved —	Unable to run a supplier event during 2022
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 reviewed against 25% of current suppliers (by spend)	Not Achieved —	Unable to achieve a review against 25% of suppliers
Develop and implement regular communication and engagement with our suppliers regarding sustainable procurement	Creation of a supplier communication plan with at least one communication sent to 100% of suppliers	Not Achieved —	A supplier communication plan was not successfully created

Goal 3: Increase regenerative plantings

Projects	2022 KPI	Status	Progress
Expand support for community programmes that deliver regeneration in areas where we operate	Setting up an onsite nursery at a Waste Management facility One new community regeneration project identified and funded	Partially Achieved ✓	Local seeds collected to be planted by contractor at Redvale Landfill and Energy Park instead of an onsite nursery we are looking into a partnership with a local nursery

Long Term Contribution

Our Environment key theme supports six United Nations Sustainable Development Goals (SDGs). Our 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 (SDG12). None of this can be achieved in isolation, with partnerships fundamental to Our Environment theme (SDG 17).





Our Communities

We operate over 70 sites throughout New Zealand, managing waste and providing environmental services and facilities. Our teams work within these communities, supporting the economy and providing essential services.

The KPIs in this programme reflect the feedback through the materiality assessment that our communities want to make better choices, but need our help, knowledge and expertise. They also provide opportunities for our staff to directly support their local community during work hours.

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-taiiao hoki. Mahi ai ō mātau rōpū i roto i aua hapori, e tautoko ana i te ōhanga me te tuku i ngā ratonga waiwai.



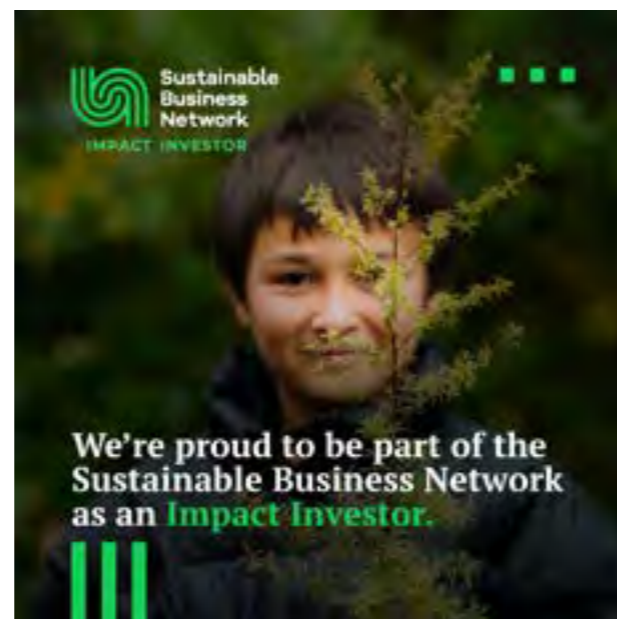
Photo: Bridget Winston, Motutapu Restoration Trust

Case Study

Challenge Hub

We are an Impact Investor for the Sustainable Business Network, and proud sponsors of the Challenge Hub, which aims to help businesses solve their sustainability challenges – for example, finding recycling or reuse solutions for tricky materials.

The Challenge Hub launched in 2022 and is gaining momentum, engaging with businesses across Aotearoa New Zealand and directing them towards circular solutions. A variety of complicated waste challenges are being sent in and none have a simple resolution. It means both the Sustainable Business Network and Waste Management are drawing deep on expertise and networks to research and provide solution suggestions.



Some of the past challenges include:

- Outlets required for PET pellets from production offcuts for injection moulding.
- Waste oil from the hospitality sector.
- A composting solution for food and compostable food packaging from a lunch in schools programme (**Options provided** including an onsite SoilFood machine to compost waste packaging and a vermicomposting facility being set up locally).

Challenges can be sent into the [Challenge Hub](#). A strong recommendation to all is to think long-term and holistically to help design out waste occurring in the first place.

“We are delighted to be working with Waste Management on the Challenge Hub. It’s a crucial platform, providing businesses with tangible solutions for businesses and raising the profile for the solutions that we still need in Aotearoa.”

- James Griffin, SBN General Manager Projects

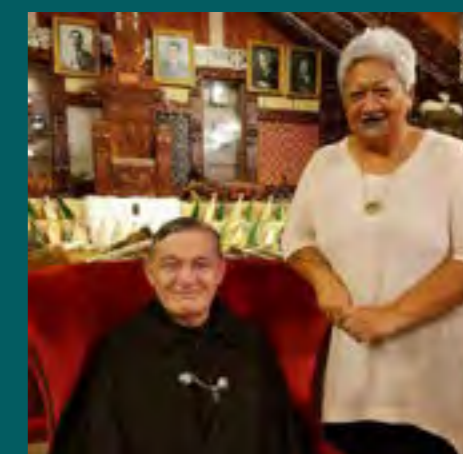
Kingitanga



Head of Safety and Risk Guy Smith, Sarah Stenson, General Manager of Technical Services Dave Perkins, Managing Director Evan Maehl, General Manager of Customer, Strategy & Sustainability Ingrid Cronin Knight and Cultural Advisor Te Teira Rawiri.

Members of our Waste Management executive team were humbled to be invited to the recent 16th anniversary of the reign of Māori King Tuheitia Potatau Te Wherowhero VII at Turangawaewae Marae in Ngaruawahia.

Managing Director Evan Maehl, GM Technical Services Dave Perkins, Head of Safety & Risk Guy Smith and GM Strategy, Customer & Sustainability Ingrid Cronin Knight went along to the celebrations, along with Waste Management’s Timu-Tikanga (Cultural Advisor) Te Teira Rawiri.



Māori King Tuheitia Potatau Te Wherowhero VII and Makau Ariki (Royal Consort) Atawhai

Te Teira is part of Tainui and has strong connections with Kingitanga.

Prime Minister Jacinda Ardern was at the celebrations, along with National Party leader Chris Luxon and many other politicians, government officials and members of Māoridom. Ingrid says it was a real privilege to be invited to Turangawaewae Marae and be part of the occasion.

“We all felt great pride being there and our relationship with Tainui will only strengthen.” - Ingrid Cronin-Knight

2018

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.

2022 in Review

The following table summarises our projects, KPIs and progress achieved during 2022.

Goal 1: Improve mutual understanding with stakeholders

Projects	2022 KPI	Status	Progress
Develop and implement an improved proactive engagement approach with our stakeholders on key issues	The Government's waste minimisation review considers the full impact of carbon; Develop and implement Waste Management's Te Tiriti o Waitangi statement of intent	Partly Achieved ✓	Tumu Tikanga has been embedded within our new People and Culture team with fantastic engagement events held for Matariki. Meetings held with Ministry for the Environment, Minister for the Environment David Parker, Climate Change Minister James Shaw and National Party MPs. We submitted on the Government's Transforming Recycling consultation

Goal 2: Improve community understanding of issues relating to waste

Projects	2022 KPI	Status	Progress
Increase tours at our landfills to help the community understand where their waste goes	Create digital content on landfills, circular economy and waste which achieves 100,000 click views	Achieved ✓	Recycling destinations flyer created helping the community understand where their waste goes, and Our Circular Services video developed and published
Support education programmes around waste minimisation with New Zealand children	Tailor a further educational teaching resource on waste specifically tailored for children	Not Achieved —	Ongoing school tours at Whitford and Kate Valley landfill and energy parks maintained but further dedicated waste programmes for children not started
Use social media to engage with wider New Zealand community beyond our customers	27,500 followers across our social media channels and create two partnerships using social media to achieve broad reach engagement	Partly Achieved ✓	27,282 social media followers, 218 below our target

Goal 3: Expand engagement with our local communities

Projects	2022 KPI	Status	Progress
Use volunteering to increase our contribution to the communities in which we operate	Volunteering committee meeting four times a year and promoting at least four initiatives at year	Achieved ✓	Volunteer intranet page has been upgraded to enable staff to apply for volunteering along with suggestions/ideas
Increase engagement with Māori and local iwi	Establish a strong marae connection for our Auckland head office	Partly Achieved ✓	Tumu Tikanga Cultural Advisor Te Teira Rawiri is actively engaged with the iwi from around the motu and the local marae for our head office.

Long Term Contribution

Our Communities key theme supports five SDGs. Engaging and educating our stakeholders and surrounding communities about a future circular economy (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 (SDG13). For these goals to be achieved we will be working in partnership with our stakeholders (SDG17).





Our Customers

Managing waste and environmental services is an issue of increasing importance to our customers. We deliver greater customer value by embracing new technology and continuously improving the day-to-day activities that contribute to a highly effective, safe and optimised business.

We understand the importance of new digital technology along with maintaining good old-fashioned service for our customers, and our goals are written to ensure we do so.

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.



Auckland-based dispatch team.

Case Study

B&C collaboration



Site Manager Terence Beach and Stephanie inspect uncontaminated cleanfill bins at a Summerset Pohutakawa Place construction site.

In 2022 our team worked with one of New Zealand's largest aged care providers, Summerset, on reducing building and construction waste at multiple construction sites around the country.

The work has been so groundbreaking, Waste Management and Summerset were finalists at the Sustainable Business Awards in the Collaboration category.

Due to New Zealand's fast-growing older population, Summerset is one of the top residential builders in the country.

Under the leadership of Commercial Sales Specialist Stephanie Taylor, Waste Management has helped Summerset meet its construction waste avoidance target of 75% for metro sites and 35% for regional sites. Source separation of materials onsite has been key to this success.

A great example of how this is working in practice at site level was at Summerset's Avonhead site in Christchurch, with 85 tonnes of construction waste avoiding the landfill – achieving a 65% avoidance against a 35% target.

Stephanie and the team have also helped with:

- Presenting sustainable procurement opportunities to reduce waste
- Use of Waste Management's GOBuild app, which improves bin deliveries and collections – improving productivity and reducing transport emissions through efficiencies
- Provided education and training on best practice waste minimisation and recycling
- Quarterly service reviews
- Regular site audits and visits
- A shared monthly results dashboard – keeping everyone on track and engaged.

Sustainability Services



Some of our Sustainability Services team.

In 2022 we launched our Sustainability Services, which is dedicated to helping our customers make better choices.

Our Sustainability Services team are based throughout the country, and under the leadership of Lead Sustainability Partner Tyron Hartle, they champion a suite of customer offerings focused on sustainability, including:

- **Waste audits:** A deep dive into an organisation's waste to determine what is being thrown away and what can be recovered. Our qualified sustainability experts have performed waste audits across the country and helped our customers understand their waste and determine best practices to minimise waste generation and maximise materials recovery.
- **Carbon reporting:** We provide Toitū Envirocare verified and ISO 14064 1:2018 compliant inventory carbon reporting service that outline carbon date for waste. This has never felt more important as climate change is felt around Aotearoa.
- **Education and training:** Our team offers a range of education and training that help improve our customers' understanding of waste and helps organisations understand how to improve waste minimisation and recover more by using best-practice recycling.
- **Operational Waste Management Plans:** Our Operational Waste Management Plan service takes care of waste requirements for new developments' resource consents, as well as projects applying for Green Star to ensure the new development meets the highest sustainability standards in the waste industry.
- **Waste Management is also an Impact Partner of All Heart NZ,** a social enterprise that helps organisations reduce waste, recover unwanted resources and develop sustainability practices, while supporting communities through living wage employment and upskilling opportunities. Through our partnership, Waste Management Sustainability can provide All Heart NZ's services to our customers.

You can learn more about our Sustainability Services [here](#).

2018 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.

2022 in Review

The following table summarises our projects, KPIs and progress achieved during 2022.

Goal 1: Improve customer experience

Projects	2022 KPI	Status	Progress
Implement ongoing improvements in digital and service delivery solutions for our customers	5% year on year improvement in customer experience measure	Not Achieved —	Driver shortage impacted service levels during 2022 resulting in not achieving a 5% improvement in customer experience

Goal 2: Enhance our partnerships with customers

Projects	2022 KPI	Status	Progress
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	Achieved ✓	Over 20 new initiatives were implemented with customers that support their sustainability goals during 2022

Goal 3: Improve digital solutions

Projects	2022 KPI	Status	Progress
Increase the number of customers using digital solutions	20% increase year-on-year in the number of orders placed online or through digital channels	Partly Achieved ✓	11% increase in digital sales YTD, below our target for 2022 of 20%, but achieved higher level 2025 target of 10% year-on-year increase
Launch online tools to provide better information about waste for customers	At least one new online solution launched with over 100 unique attendees	Achieved ✓	Launch of Challenge Hub with Sustainable Business Network to help customers solve difficult waste challenges

Long Term Contribution

Our Customer key theme supports four 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 with our customers, supporting SDG 17.





Our People

We want our people to be motivated and engaged, with highly capable teams and leaders contributing to a high performing business. Our people will be supported by a culture of innovation, development, inclusivity and accountability.

In this programme we are focusing on KPIs that will support the underlying safety, physical and mental health of our employees, as well as provide and encourage a diverse and inclusive working culture.

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.



Photo taken at our Auckland HQ, where operations and corporate team members are based together.

Case Study

Engaging our people

We want Waste Management to be a great place to work, and in 2022 we held the first company-wide survey about our business we have run in a number of years. Around 845 people took part – over half of the total Waste Management team.

Where we are doing well

- Overall, almost 7 out of 10 of the team rated our workplace as a positive place to work. This is higher than the benchmark for other New Zealand companies – which means we are doing well.
- We scored the highest in Health & Safety. More than 8 out of 10 of our people say they understand Waste Management's health and safety requirements and feel comfortable raising safety concerns with their manager.
- Overwhelmingly the team stated they enjoy working with their colleagues and that their immediate manager cares about their wellbeing.

Areas to improve

- People want better communication of the Executive Team's vision of the future.
- To make this happen in 2023 we have restructured our leadership teams and meeting schedules to make sure important information is being shared with everyone across the business.
- Clearer paths for career advancement.

We will work on this. Wherever possible we promote from within our existing team when opportunities arise.

We have an internal mentorship programme that is designed to grow and develop our leadership capacity. The mentees are paired up with one of our Executive Team and work through a series of modules on personal development, communications, networking, and goal setting. Mentees have commended the programme for providing them with a stronger sense of ownership and connection at work.

We are also prioritising higher education through our Higher Education Assistance Programme. Most recently we have enabled Regional Manager Aleksander Ravnikar to complete his Executive Master of Business Administration at Massey University, and Pricing Manager Kurt Liu and Product Manager Commercial Danyon Thomas to complete a certificate course with Columbia Business School in New York, learning about pricing methodologies.



Aleks Ravnikar



Danyon Thomas



Kurt Liu



Our EV workshop, where diesel trucks are converted to electric.

Our People

We regularly profile our people on social media to share what they love about working for Waste Management and what they wish people knew.

Guri Dhaliwal, a driver in Queenstown, shared his career journey in 2022. He joined the company three years ago, and his first job was to manoeuvre an electric trike through the Queenstown CBD to empty public bins. With incredible hard work and determination, today Guri is a Business Instructor and Class 5 Driver.



Guri Dhaliwal

We asked him some questions about being part of the Waste Management team:

What is your current role at Waste Management?

I'm the Queenstown Business Instructor as well as the Class 5 truck and trailer driver, delivering compactor bins from our local RTSs to landfill. I go to work every morning full of energy and positivity. I love this job and always enjoy my time at work.

What are some of the challenges?

As an immigrant who started from the bottom, the whole journey was tough and challenging. I definitely faced communication barriers, but I am very glad that I didn't give up and kept going. Every day offers a new lesson.

In my job interview I was offered the electric bike role. I didn't have any experience, but from there I worked my way up to electric truck, then rear loaders, side arms, hook trucks, loader, forklift, and manning the weighbridge. I also had the chance to learn how to drive a skip truck and front loader with our commercial team. I can proudly say that I am now multiskilled and can operate in many positions across the branch.

What would you like everyone to know about Waste Management?

I like to improve and look for opportunities within the company. I am pleased that I chose Waste Management, where there are heaps of opportunities for improving and upskilling. I work hard and believe in progress. Thanks to my management for recognising my work ethic and hard work.



Truck wash on leaving Redvale Landfill & Energy Park

Women in Leadership

We want to encourage more women to work at Waste Management and to grow in leadership roles.

As part of our strategy to do this, Kotahitanga – Together (our diversity and inclusion committee) had the privilege of hosting some of our women leaders at the end of 2022. The workshop was led by Diversity Works New Zealand and Dr Sue Watson.

During the five-hour session the women were guided through developing their:

- Leadership style
- Personal purpose
- Business, strategic and financial acumen.

They also shared their experiences as women working at Waste Management and explored ways they can lift up and support other women to thrive here. It was a very well received session and wonderful to see the depth of talent within our team.

Some feedback from attendees:

“Many of us had never met, but within a very short space of time, were able to recognise the similar challenges we all face as women in a typically male dominated industry. It was empowering to find that as a group, when we came together, it didn’t matter what part of the Waste Management family we represented, we all supported each other’s thoughts and feelings unconditionally.”

“Today I woke up with a new sense of purpose with regards to my leadership style, and a lot of the attributes I have are strengths and not weaknesses, which I initially allowed myself to believe. I now have better clarity where my growth areas are and will definitely share these with my manager so that I can continue to upskill myself and in turn my team.”

Just some of our emerging women leaders.



2018 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.

2022 in Review

The following table summarises our projects, KPIs and progress achieved during 2022.

Goal 1: Reduce significant injury and fatality incidents

Projects	2022 KPI	Status	Progress
Reduce the number of incidents across each of our 13 critical safety risks.	Creating injury presentation training packages for WM high frequency / high cost injuries which support a reduction in critical risks; No recurring 'opportunities for improvement' identified in internal or external HSE audits	Achieved ✓	All critical safety risks reduced except CR8 'Overcome by fumes and gases' due to increased use of gas detection to capture exposure Training continues across all sites Audits identified no prior identified issues

Goal 2: Increase diversity and cultural literacy

Projects	2022 KPI	Status	Progress
Develop programmes to increase cultural literacy and diversity across our teams	Diversity & Inclusion Committee meets at least twice every quarter throughout the year and delivers a strategy and calendar of events for the year and executive cultural training delivered	Achieved ✓	Cultural events held include Chinese Mid-Autumn Festival, South Africa Day, Cook Islands Week, Te Wiki o te Re Māori – (Māori Language Week) to name a few Visited MIT Marae to engage on Te Reo cultural competency Waste Management is now the proud owner of two korowai for cultural engagement Executive cultural training delivered

Goal 3: Health & Wellbeing

Projects	2022 KPI	Status	Progress
Develop programmes to support the physical health and wellbeing of our team	10% increase in participation in Waste Management-provided annual health check-up programme based on 2021 figures	Partly Achieved ✓	Annual health checks impacted by COVID-19 lockdowns The 10,000 step challenge was well received by the WMNZ team and will be run again in 2023
Develop programmes to support the mental health and wellbeing of our team	Mental health awareness training created and delivered nationally to 100% of WMNZ employees	Partly Achieved ✓	Mental health training delivered to our leaders

Long Term Contribution

Our people key theme supports four 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).





Our Business

By our business operating sustainably, we can create the future by delivering value for our customers and communities, driving carbon minimisation and the circular economy forward in Aotearoa New Zealand. We can achieve this by delivering new products, services and excellence in strategy execution and change to recognise this.

Tā Mātau Pakihi

E whakapono ana mātau e whakaata ana tēnei mahinga hira i te āhuatanga 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-taiiao, ā-pāpori, ā-pūtea hoki mō Aotearoa haere ake nei.



In 2022 our team comprised of 1715 people across our business.

Case Study

A \$12.5 million investment into B&C plastic recycling



Waste Management's Aleks Ravnikar and Mike McSaveney with an example of the piping that will be able to be recycled as part of the initiative.

In 2022 we were excited to announce a significant investment into plastic recycling solutions for the building and construction industry.

Over the next five years, Waste Management, Aliaxis NZ (owners of the Marley brand) and the Ministry for the Environment through the Plastics Innovation Fund, will together invest \$12.5 million into new plastic 2 & 3 (HDPE and PVC) recycling facilities and collection services across New Zealand.

Waste Management will operate collections and the plastics recycling plants, with Aliaxis to take all recycled materials for remanufacture into piping systems. A circular solution in action.

To ensure the success of the project, we have formed a joint venture business with Aliaxis, Plastics Recycling NZ. The first part of the multi-staged initiative is a new \$7.5m plastic recycling plant at Waste Management's existing Building & Construction Resource Recovery Centre at

Southdown Lane in Auckland. This is to be jointly funded by Aliaxis (\$2.5m), Waste Management (\$2.5m) and the Plastics Innovation Fund (\$2.5m).

The Southdown Lane facility will provide a solution for end-of-life uPVC and PE piping systems as well as any other suitable PVC or HDPE products discarded by the building and construction industry.

It's a great opportunity to provide more circular solutions for waste that would otherwise be thrown away. The building and construction industry is estimated to contribute around 40% of all the waste that is sent to landfill in New Zealand.

The project includes:

- New plastic recycling facilities which will sort, wash and shred PVC and HDPE plastic. After the Auckland facility is built, there are plans for the South Island
- A network of metropolitan and regional PVC and HDPE collection services
- Research with Unitec and the Building Research Association of NZ into practical solutions to minimise plastic construction waste and help to raise awareness of plastic recycling.

Te Taniwha o te kai kirihou

Meet Te Taniwha o te kai kirihou – our plastic eating monster.

Built to detailed specifications, it can turn large plastic items, such as 660L wheelie bins, into 40mm chips for reuse. These chips can be shipped to local (or international) markets as saleable raw product rather than waste.

Prior to Te Taniwha o te kai kirihou, Aotearoa New Zealand did not have an efficient and sustainable way to recycle larger plastic items, such as wheelie bins.

There is also an oversupply of HDPE, or number 2 plastic, and consequently many of the outlets offering this service no longer do so.



The plastic eating monster in action.

It has meant for many operators, the most cost-effective solution for large plastic items has been to send them to landfill.

This became a particular issue of concern for Waste Management, as wheelie bins are a core part of our business. The number of bins has steadily increased as the country switches from single-use plastic rubbish bags to the much more sustainable use of wheelie bins.

In the past we had identified a limited number of recycling options for old and damaged wheelie bins around Aotearoa, however due to the above-mentioned oversupply of number 2 HDPE plastic on the New Zealand market, many of these outlets have now disappeared.

There are no export options for whole wheelie bins, as they are too bulky and not enough weight can be stacked into a container to make export financially viable. A whole wheelie bin is also considered "waste" and is therefore subject to the Basel Convention, with limitations on exports.

To create a solution, our team has designed and commissioned Te Taniwha o te kai kirihou at our Tauranga Materials Recovery Facility.

Its first feedstock was around 50,000 Waste Management old and damaged wheelie bins, which were recycled and remade into, among other things, brand new wheelie bins.

2018 Material Issues:

Compliance
Innovation
Integrity
Internal systems
Long term profitability
Regional solutions
Reporting on demand & 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.

2022 in Review

The following table summarises our projects, KPIs and progress achieved during 2022.

Goal 1: Contribute to New Zealand's circular economy

Projects	2022 KPI	Status	Progress
Develop partnerships with organisations to drive the circular economy	One initiative commenced	Achieved ✓	A \$7.5 million investment into construction plastic recycling with new joint venture with Aliaxis NZ (Marley)

Goal 2: Manage climate change risk

Projects	2022 KPI	Status	Progress
Identify, assess and mitigate Waste Management's climate change risks	Climate Change Risk Register populated and finalised, accountability assigned and aligned with Corporate Enterprise Risk Register	Partially Achieved ✓	Physical climate change risks have now been included in the environmental management plans for sites, to be rolled out during 2023

Goal 3: Minimise our own waste

Projects	2022 KPI	Status	Progress
Implement the 2020 Waste Management Plan	Review data being captured along with developing at least one new initiative	Achieved ✓	Regular reporting of site recycling rates and a detailed full waste audit completed at our head office in Auckland

Long Term Contribution

Our Business key theme supports four 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).



Waste Management in 2022

Our Strategy and Values

Waste Management is working to power the circular economy for future generations of Aotearoa New Zealand. As a company we will continue leading the way, investing in the circular economy and a carbon neutral future – and we've articulated this in our strategy, WM Porohita. It gives our team a clear understanding of our purpose and strategic ambition:

Be a leader in materials and energy recovery, powering a carbon neutral circular economy for future generations of Aotearoa New Zealand.



Our company values are authentic, aspirational and reflect who we are. We firmly believe 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.



Our Operations

We are the leading materials recovery, recycling and waste management provider in Aotearoa. We are constantly looking for new and innovative ways to redirect, neutralise and use waste. Our sustainability ambitions underpin our strategy to power the circular economy and journey to a carbon neutral future for Aotearoa New Zealand. We develop and invest in various soft and hard infrastructure to achieve this.

Waste is 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, and old tyres into fuel, our focus is on finding a beneficial, sustainable re-use for the community's waste.

Our operations include owning and managing modern landfill and energy parks, where waste is carefully contained to collect landfill gas. This gas is used to generate renewable electricity that has the capacity to power more than 25,000 homes across New Zealand. We are also proud to report again that 100% of leachate from our landfills was captured and treated during 2022.

We divide our operations into divisions across the country, namely the Upper North Island which covers Kerikeri through to south of Auckland, Lower North Island services Kiwis from Waikato through to Wellington, the South Island division covers all of Te Waipounamu, as well as Technical Services outlined below. We use weighbridge data at our sites and scales on the majority of commercial trucks to collect and monitor both our internal and our customers' data. Across our collections we collected 1,025,933 tonnes of waste during 2022.

Waste Management Technical Services provide disposal services for hazardous waste, liquid waste, medical and biohazardous waste, sharps, oil waste, and asbestos. In 2022, 73,813 tonnes of hazardous waste was removed on behalf of our customers. Our [Living Earth](#) facilities have more than 30 years' experience turning organic waste into compost and in 2022, 85,466 tonnes of food and garden waste was turned into compost by our Living Earth operations nationwide.

Our materials recovery facilities across New Zealand process a range of materials from old, corrugated cardboard to glass and plastics, enabling such waste streams to be sold as a commodity input into making new products. In 2022, 77,850 tonnes of materials were collected and recycled.

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

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

Our new sustainability consulting services was launched in 2022, which offer a range of services that help businesses achieve their circular economy and carbon reduction sustainability ambitions. (Refer to Sustainability Services case study on page 23).

We service commercial, residential and municipal customers across Aotearoa New Zealand.

A very important business relationship for Waste Management is with our 140 owner drivers contractors, who operate as separate businesses with their own Waste Management branded trucks.

Waste Management is 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 the remaining 50%
- 50% ownership of Pikes Point Transfer Station with Envirowaste Services Ltd the remaining 50%
- 50% ownership of Daniels Sharpsmart Limited with Cleanaway Daniels Pty Limited the remaining 50%
- 50% ownership of Plastics Recycling NZ, a new partnership with Aliaxis NZ owners of the Marley brand the other 50% to create plastic recycling solutions as well as a nationwide collections network for building and construction waste

Read our case studies on some of these innovative infrastructure investments:

- 1 million electric truck kilometres and counting
- A leachate evaporator called Irma
- Modern landfills are climate change leaders
- A \$12.5 million investment into B&C plastic recycling
- Te taniwha o te kai kirihou

Interactions with te taiao, our environment

Waste Management is kaitiaki (guardian) of the land, safely and sustainably handling, processing and recovering materials produced by our customers and in our communities. We do what's right for our environment by investing in new technology that will move us towards the circular economy and a carbon neutral future for Aotearoa New Zealand.

Our modern landfill and energy parks are at the forefront of addressing climate change and environmental protection. We use world-leading technology to safely contain waste within a sophisticated lining system, collecting and treating leachate. We also capture more than 90% of biogas created from waste, stopping harmful greenhouse gases from entering the atmosphere.

We have dedicated environmentalists at our landfills and energy parks who take pride in taking care of the landfill's surrounding environment. They maintain the landscape with tree maintenance and planting and oversee large pest control programmes.

Read about the regeneration of Tiromoana Bush, 407-hectares of biodiversity and inspiration. It's an exemplar for biodiversity restoration projects throughout the Hurunui District where Waste Management is actively involved. [Read here.](#)

All leachate is extracted and treated onsite or at one of our Technical Services facilities. It is treated and disposed either through Benevap evaporation (see case study on page 16) through large aeration ponds and irrigation fields or recirculated within the landfill.

Māori consider water as the source of life. To ensure the quality of stormwater leaving our landfill sites and to avoid any possible flash flooding, we have a series of sediment and stormwater pond management systems. The series of sediment ponds are specifically designed and electronically monitored to manage stormwater quality and quantity. Read about the rare weweia, endemic to New Zealand, returning to the stormwater ponds at our Redvale Landfill and Energy Park. [Read here.](#)

Read more about the marvels of modern landfill engineering and work we do to ensure that we safely and responsibly manage waste. You can read about this on page 17 in this report.

We also use water across our many sites for vehicle and bin washing. Our new developments include water reuse, including our Auckland head office which has two separate rain water harvesting areas, with seven tanks in total – each holding 25,000 litres of rain water. That's 175,000 litres – enough to wash 17,500 wheelie bins and enough water to last us for 43 consecutive days of no rain.

The water is collected from the roof tops of the Waste Management site and delivered to the tanks through a system of pipes. It's then used for all grey water services through the offices and workshop areas – truck and bin washing, toilet flushing, dishwashers, cleaning stations and water hoses used outside the building – basically everything but drinking water.



One of Redvale's storm water ponds



Environmental compliance

In 2021 as one of the original sustainability strategy actions, Waste Management conducted a comprehensive legislation and consent audit to confirm we are meeting all legal compliance requirements, including all consent conditions and all relevant legislation.

Since then we have:

- Hired two new positions to lead our environmental compliance and management.
- Implemented processes to proactively manage consent conditions including conditions which don't require regular monitoring. Proactive consent management has resulted in a more efficient consent management system.
- Regular training and communication with site management and team members so they are aware of consent requirements along with general planning requirements which affect each site.
- Ensuring conditions of consent requiring regular testing and monitoring are documented appropriately.
- Regular annual reviews and assessment of sites against planning requirements including conditions of any applicable consents.
- Reports including consent and compliance reports against conditions.
- Storing testing results in a database to enable reporting.
- Are establishing an Environment Rōpū in 2023 to set key performance indicators for compliance and environmental management which will have appointees from all operational divisions.

There were no significant environmental events during 2022. We define a significant event is permanent/material damage to the environment requiring ongoing remediation and monitoring with regulatory involvement and possible further enforcement action.

Engagement with our stakeholders

Our Stakeholder Engagement Plan and Communications Strategy identify Waste Management's positions on key issues, our stakeholders and how we engage with them.

Our overall purpose is to build positive, proactive and ongoing relationships with key stakeholders and ensure a good understanding of our position on various issues important to our overall sustainability. We look to address misinformation, to educate and to gain respect.

Main stakeholder groups are our customers, neighbours to our facilities, suppliers, memberships, partnerships, our staff, government departments, local authorities and the media. More details of our stakeholder groups and our Stakeholder Engagement Plan was outlined in our [2021 Sustainability Report](#).

One of our largest pieces of engagement work in 2022 was our materiality engagement process to redefine our material issues. The process involved engaging with our own team members and external stakeholders, neighbours to our facilities and iwi about what is important to make our business sustainable now and into the future. See more about this on page 6.

Customers/ Members of the Public

We talk to members of the public and customers through our website, social media and engagement with mainstream media. In addition to this, we attend public events and conferences which in 2022 included:

Fieldays

The largest agricultural event in the southern hemisphere. We engaged with members of the public on sustainability, the circular economy and the range of services we can offer.

Green Building Conference

Hosted in Ōtautahi, Christchurch, the aim of the event was to discuss reducing carbon emissions in the building and construction industry. It was attended by over 40 top architects, builders and suppliers. Waste Management was able to showcase our role in recovering more building and construction waste for reuse or recycling.

Auckland Climate Festival

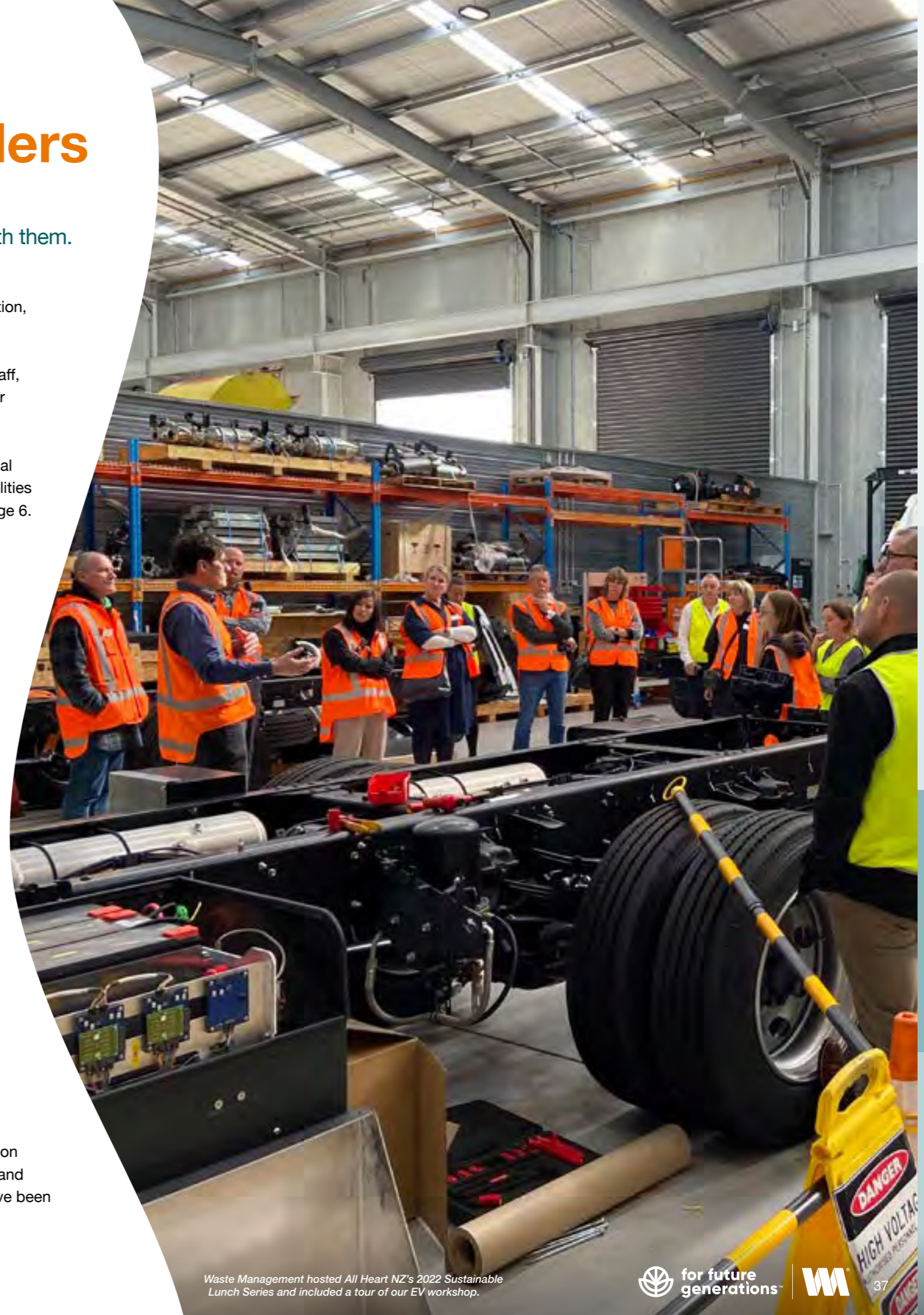
Waste Management, alongside Toitū Envirocare, took part in the Auckland Climate Festival for the second year in 2022 and held an in person event on how carbon measurement can influence and enhance your business.

Keep NZ Beautiful and Clean Up Week

Waste Management has taken part in Keep New Zealand Beautiful's annual Clean Up Week for the past six years. As well as organising our own local events to clean up the community, we offer disposal at our transfer stations free of charge.

Living Earth Motutapu Conservation

About 10 years ago Waste Management, through Living Earth, started supporting the Motutapu restoration project by donating Living Earth growing media to support new native planting. Every few months the product gets bagged, put on pallets and transported to Waitematā Harbour for shipping across to Motutapu Island. The restoration of Motutapu Island has been a huge volunteer success story that we're proud to have played a part in. Since 1993 over 500,000 trees have been planted on the Hauraki Gulf island, which has created a 100 hectare native forest now almost at canopy level.



Neighbours to our facilities

We also hold regular face-to-face meetings with neighbours to our facilities, especially at our landfills where we have community liaison committees and regular scheduled meetings.

For example:

Redvale Landfill & Energy Park

The Redvale Energy Park Community Liaison Committee convenes quarterly to discuss issues of importance to the community including ongoing environmental work such as the preservation of native trees and the establishment of an onsite nursery. The Redvale team gives an update on operations and any community issues are heard and addressed.

The Dairy Flat Newsletter, a community publication, is released by Waste Management in collaboration with the Community Liaison Committee and Dairy Flat Community Trust. This quarterly newsletter is distributed to households within the Dairy Flat catchment to keep the community updated on local events and happenings.

The Dairy Flat Community Trust was established in July 1993 as part of Waste Management's resource consent to operate Redvale. Meetings are held quarterly with annual funding donated by Waste Management.

In addition, regular site tours and information presentations are held at Redvale for customers, stakeholders and the media.

Tirohia Landfill & Energy Park

The Community Liaison Committee for Tirohia meets once a year to discuss various topics related to the landfill. These include updates on the landfill's progress, ongoing construction, new contract collections that could affect the landfill, gas capture, power generation, leachate, compost operations and any issues regarding odour complaints.

Whitford Landfill & Energy Park

The Community Liaison Group meets once a quarter to discuss traffic issues, complaints, pest control, landfill reports (operations, tonnage and filling, construction, environmental compliance and complaints). External reports include community trust and council reports. Staff changes are discussed as well as any other business.

Kate Valley Landfill & Energy Park

The Community Liaison Group meets quarterly. Some of the topics discussed include landfill updates (volumes of waste received, cell construction, gas operations, electricity generation), reports (complaints, traffic reporting, non-compliant waste) general business and site inspection. The regeneration of nearby Tiromoana Bush is also reported on.

In addition, regular on-site tours are conducted for customers, local councillors and other stakeholders.

Government / local bodies

Waste Management regularly provides feedback on Government drafts pertaining to the waste industry, as well as feedback that is sought from environmental and industry bodies. In 2022 written submissions were made on:

- Green Star Buildings (NZ Green Building Council)
- Transforming Recycling (Ministry for the Environment).

We also regularly invite local body and government politicians to visit our landfills, Electric Vehicle Innovation Hub, Living Earth compost facilities, tyre recycling plant and any other facilities they are interested in observing. This is an ongoing process.

Our team

Our team of 1715 is our most important stakeholder.

We continue to engage and share news via:

- Daily stories on our intranet
- Regular video updates from our Managing Director and other Executive Team members
- Sessions on strategy rollout and progress with the leadership and management teams
- Regular Diversity and Inclusion Committee events and celebrations
- The Waste Management Annual Awards where we celebrate our highest performing team members and share stories to inspire
- Monthly health and safety "toolbox talks" rolled out to all our team members.

We value the energy, enthusiasm, and ideas that our team bring to work every day. We know it's not enough to simply say 'thanks' so we have come up with a range of great benefits that all Waste Management employees can use from free annual health checks through to special deals with leading retailers such as:

- Waste Management waste collections
- Air NZ – Koru Club membership
- Southern Cross discounts
- ANZ work packages
- One NZ mobile and broadband plan discounts
- Hyundai discounts
- Bridgestone discounts
- VTNZ discounts
- Z fuel discounts
- Lumino Dentists discounts
- iFurniture store discounts
- And even more through our benefits app.

Health and Safety

Safety is at the heart of everything we do.

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 adopted an integrated approach to documentation and management of the health, safety, environmental and quality (HSEQ) aspects of our activities, products, services and operations. Our system provides the platform and integrated framework for the management of quality within the business. We have a policy implementing and maintaining the required processes to ensure compliance with AS/NZS ISO 9001, AS/NZS ISO 14001 and ISO 45001. This ensures that we have developed robust 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 an extensive list of policies that identify and prevent work-related hazards.

- Health and Safety Policy
- Major Accident Prevention Policy
- Rehabilitation and Injury Management Policy
- Risk Management Policy
- Safe Driving Policy

Our Privacy Policy protects both employees' and contractors' health information from misuse, loss or unauthorised access, modification or disclosure. These policies are reviewed in a timely manner as required, and if required are externally audited.

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 includes numerous modules including task specific training.



A training needs analysis is conducted monthly and training is provided as required. Each location needs to submit a compliance form with evidence to verify that all training requirements are met.

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.

Larger sites have a safety committee, evenly split between management and workers, who regularly review that branch's safety performance. For smaller sites that don't have a dedicated H&S committee, they operate under a total worker representation model.

Risk identification

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

- 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

SLAM to be safe

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

Further detail in Appendix iv: Our Health and Safety results

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 Proactive Rehab, 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
- We also held several health and wellbeing interactive workshops on health and nutrition, and mental health for our staff. We also encourage our teams to partake in the annual 10,000 Steps Challenge.

Sustainability Advisory Panel

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

The panel gives challenging and constructive feedback, along with direction and advice in relation to powering the circular economy and the journey to a carbon neutral future for Aotearoa New Zealand.

From our Sustainability Advisory Panel:

Waste Management is to be congratulated on the important work completed in 2022, and the insights shared from another year of its sustainability story through this GRI report.

Undoubtedly, Waste Management is part of the sustainability solution for modern society – and as New Zealand’s largest environmental services company, it performs a public good through the services it provides. Embracing its role as a critical enabler in positioning New Zealand towards a circular economy and carbon neutral future, its new sustainability strategy, led by Chief Growth & Sustainability Officer Ingrid Cronin-Knight, provides an important step towards this.

A new sustainability strategy

Building on its previous programme, the new sustainability strategy is set against a profoundly more challenging backdrop, where customers, citizens and government increasingly expect large business to play an active role in addressing the major global issues we are facing, and importantly, the sustainability goal posts continue to move. This is reflected in Waste Management’s renewed focus, and with the inhouse capability and a clear plan, Waste Management is well positioned for leadership across all aspects of sustainability. As a panel, we look forward to continuing to support them on this journey, and in our role as thought leaders and critical friends, we recognise the importance of regular, independent oversight and testing.

Having achieved solid momentum as an early sustainability leader in New Zealand business, Waste Management is setting a high benchmark for the environmental services industry to follow on from, and normalising everyday sustainability in its industry. For example, the important role that Waste Management has played in developing the industry and acknowledging and promoting Māori and Pacific Island cultures, combined with its growing presence in promoting sustainability through New Zealand media and the various forums advocating sustainability, have been well received this year, and initiatives such as these rightfully engender a real sense of pride for the Waste Management whānau.

Looking to the future

We look into the future with optimism, with many exciting future prospects on the horizon. We’ve seen new Circular Services added, industry-leading decarbonisation of its fleet, further investment in people and technology, delivering increasing value for customers, and important work with suppliers and other stakeholders throughout its supply chain, and these are key to enabling achievement of the Waste Management strategy.

Role of the Sustainability Advisory Panel

The Sustainability Advisory Panel brings together a wide range of skills and experience, with each member having quite different backgrounds. It’s the unique combination of the collective capability of our panel that enable the value add for Waste Management, and particularly, the executive team. Importantly, our panel provides the conduit for ensuring that broad, diverse, independent and unfiltered perspectives are heard, and this has been instrumental in shaping and informing Waste Management’s sustainability journey. Looking ahead, the panel plans to refresh its approach, and will focus on proactively identifying matters it regards Waste Management as needing to address in order to remain a leader.

Recently, I represented our panel at a forum convened by Westpac, to focus on the role and future of sustainability advisory panels in New Zealand. Alongside fellow panel chairs Sir Jonathan Porritt, Abbie Reynolds, Bridget Coates and Izzy Fenwick, we shared key insights from our experiences, including critical success factors, and how we see the role of panels evolving. Reflecting on the increasing challenges we’re likely to face over the next few years, we concluded that panels will likely become even more important as pace accelerates, and complexity increases for businesses.

On behalf of my fellow panel members (Dr Hugh Logan, Tom Nickels, Tim Manukau), we acknowledge the important contribution the late Sir Rob Fenwick (inaugural chair) made to establishing the panel and supporting Waste Management and its subsidiary, Living Earth, over many years. His legacy very much lives on in the work of the panel, and we are proud of the various initiatives that Waste Management has adopted as a direct result of our ongoing advice, support and recommendations.

Lisa Martin - Chair
Waste Management Sustainability Advisory Panel

September 2023

Members in 2022:



Lisa Martin (Chair)



Tom Nickels



Tim Manukau



Dr Hugh Logan



Carbon Footprint

We report our greenhouse gas emissions in three ways (all of which incorporate Scope 1, 2 and 3 emissions):

1. Our Total Gross Carbon Footprint, which is highly variable due to the methane at landfills created by the waste generated by New Zealand communities we service.

Our total gross carbon footprint has swings of up to 48% in a single year, and as such it is difficult to set linear reduction targets with such large changes generated by the wider New Zealand community.

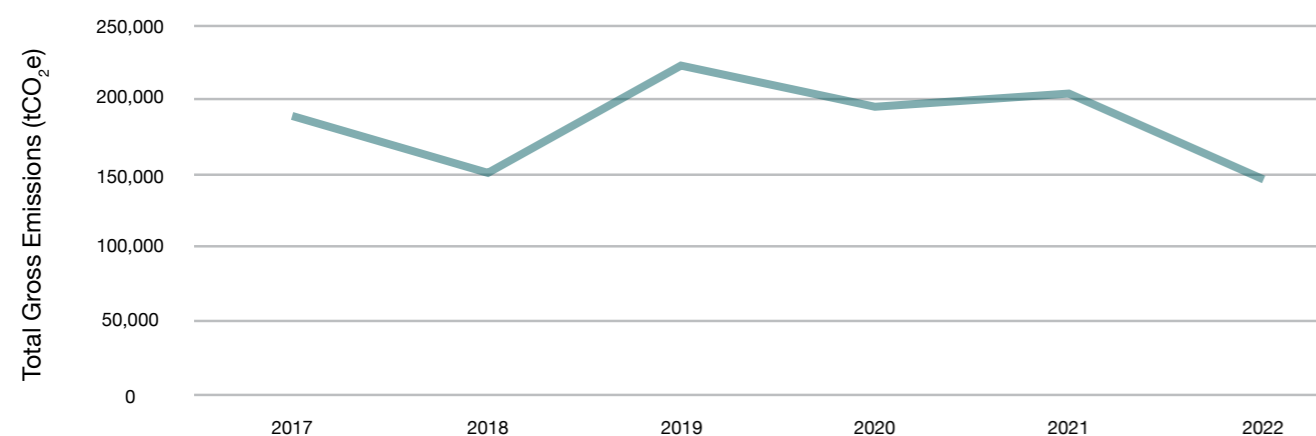
We do make significant investment in gas capture for the landfills we own or manage which are now leading the way in reducing carbon emissions. Class 1 landfills within New Zealand's carbon footprint have reduced 43% since countries around the world started measuring emissions in 1990, and today make up only 1.3% of Aotearoa's total carbon footprint. Waste Management's gas capture saves 800,000 tonnes of CO₂ equivalent being released into the atmosphere each year. To put that in context, if our landfills didn't have gas capture they would be releasing GHG emissions equivalent to 250,000 cars on the road each year and we are also the largest generator of renewable energy from waste in New Zealand, with the capacity to power 25,000 households in 2022.

Waste Management's carbon footprint 2017 to 2022

	2017	2018	2019	2020	2021	2022
Scope 1	161,851	124,079	197,765	173,758	178,862	131,275
Scope 2	878	926	735	821	803	1000
Scope 3 Mandatory	26,188	26,497	25,308	21,513	21,831	11,356
Total gross emissions	188,916	151,503	223,808	196,093	201,496	143,630

All GHG emission gases are included, and the emission factors are defined as per the Toitū Carbon Reduce programme.

Gross Carbon footprint



2022 Total Gross Carbon Footprint result:

This was another year with a large variable result in landfill emissions resulting in a reduction in our Total Gross Carbon Footprint by 33% compared to 2021. In 2022 66% of Waste Management's Total Gross Carbon Footprint came from landfills at 95,423 tCO₂e. Diesel, a combination of Scope 1 and Scope 3 emissions, is 28% and is Waste Management's second largest emission source at 40,693 tCO₂e covering our fleet of over 800 trucks, including owner driver trucks, and a wide range of supporting yellow gear.

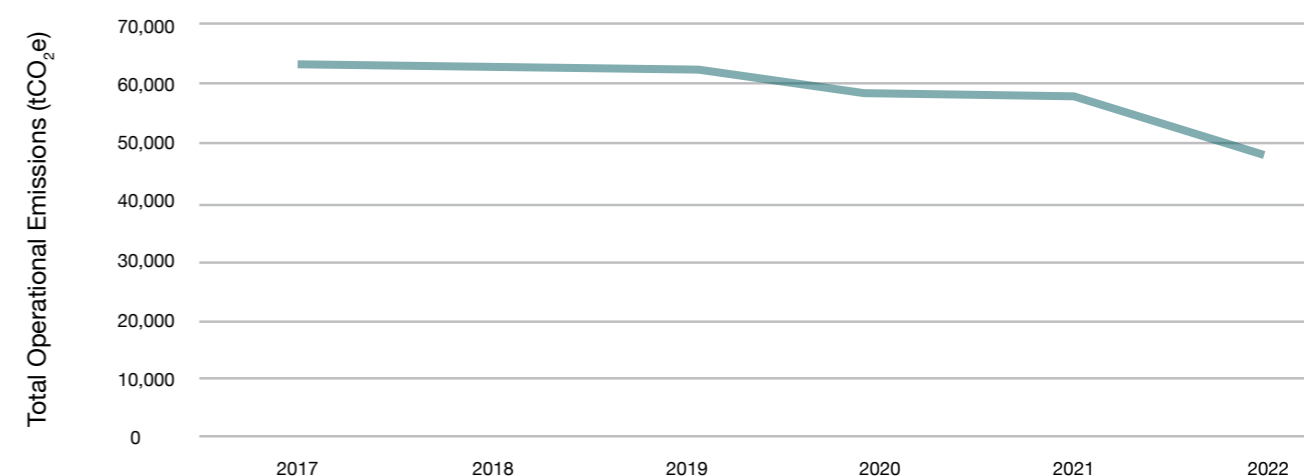
2. Our Operational Carbon Footprint, which is our gross carbon footprint excluding landfill emissions. These are the greenhouse emissions which we can control and which we are working to reduce.

Waste Management's Operational Carbon Footprint 2017 to 2022

	2017	2018	2019	2020	2021	2022
Scope 1	36,469	36,423	36,990	36,409	35,297	35,852
Scope 2	878	926	735	821	803	1000
Scope 3 Mandatory	26,188	26,497	25,308	21,513	21,831	11,356
Total operational emissions	63,535	63,846	63,033	58,744	57,931	48,208

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

Operational Carbon footprint



2022 Operational Carbon Footprint result:

We had a reduction in our operational greenhouse gas emissions of 24% over the last five years, from 63,535 tCO₂e in our baseline year of 2017 down to 48,208 tCO₂e in 2022.

Our largest operational GHG emissions are diesel at 84% and overseas shipping freight making up another 8% of our 2022 operational carbon footprint.

In 2022, our EV trucks reached the 1 million electric kilometres travelled milestone and in total had prevented 1,008 tonnes of CO₂ from entering the atmosphere. In 2022 alone our 28 electric trucks travelled a total distance of 47,200 kilometres and prevented the release of 320 tonnes of tCO₂e.

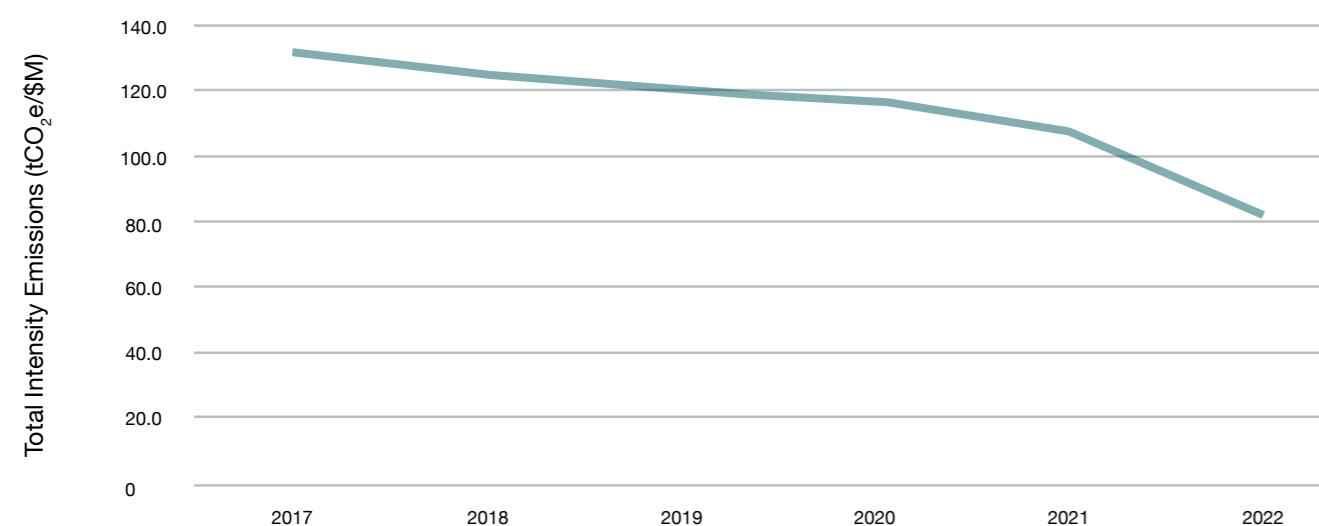
3. Our Operational Intensity Carbon Footprint is the core of our Emissions Reduction Plan to reduce our operational carbon footprint as a ratio of revenue growth. We have considered both kilometres travelled and volume of tonnes but as our business has both collections and post collections treatment, processing and disposal, revenue is the best economic intensity measure.

Waste Management's Intensity Carbon Footprint 2017 to 2022

	2017	2018	2019	2020	2021	2022
Revenue \$millions	482.4	509.2	520.8	506.7	539.5	581.8
Total operational emissions	131.7	125.4	121.0	115.9	107.4	82.9

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

Intensity Emissions



2022 Operational Intensity Carbon Footprint result:

Waste Management is 28% below the target and 37% below the 2017 baseline year, with a result of 82.9 tCO₂e/\$M against the 2022 target of 115.3 tCO₂e/\$M.

71% of this reduction is due to a major data improvement project on third party freight haulage, combined with absolute reductions in overseas shipping which is 45% below target and 28% of the 2022 carbon footprint reduction. Petrol is 78% below target and air travel is 62% below target.

Newly identified greenhouse gas emission sources during 2022:

We are continuously looking for ways to better our data reporting to give the most accurate GHG emission impact caused by Waste Management.

Electricity and natural gas transmission and distribution losses were added to our 2022 carbon footprint for the first time.

We do not use carbon offsetting to meet our reduction targets. 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.

Ownership

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

In September 2022 Beijing Capital Group announced the sale of Waste Management New Zealand to Igneo Infrastructure Partners (Igneo). Igneo invests in high-quality infrastructure companies in the utilities and transport sectors across the UK, Europe, North America, Australia and New Zealand and has a strong focus on environmental, social and governance (ESG) performance.



In September 2022 Waste Management was purchased by Igneo Infrastructure Partners, a new beginning after eight years of ownership by Beijing Capital Group.

Igneo is part of the First Sentier Investors Group and invests in high-quality infrastructure companies across Europe, Australia, New Zealand and North America. It has been operating since 1994 and today manages \$21.84bn worth of assets, with a strong focus on environmental, social and governance (ESG) performance.

Waste Management is the third standalone investment made by Igneo in New Zealand, with other investments including First Gas, a natural gas transmission, storage and distribution business; and Tuatahi First Fibre, the second largest fibre-to-premises broadband network.

The news of the sale was positively received by our team. Igneo is supportive of Waste Management's strategic ambition to be Aotearoa's leader in materials and energy recovery and is focused on supporting the business to reach its full potential.

The change of ownership has not affected Waste Management operations, with all existing management structures and reporting lines remaining in place.

Igneo Infrastructure Partners is a new chapter in Waste Management's story, which can be traced back to Auckland in 1894. Over the years we've been owned by New Zealanders, Americans, Chinese and Australians.

Igneo's 'Top 5' minimum standards:

Igneo has five minimum ESG standards they seek to apply at all their portfolio companies:

- 1 Health and safety**
 - Zero accident target
 - Standard reporting
- 2 Climate change**
 - Emissions targets
 - Emissions reporting
- 3 Diversity**
 - Clear diversity priorities
 - Representation reporting
- 4 Governance**
 - Independent board representation
 - Risk management
 - Standards/ certifications
 - Customer satisfaction surveys
 - Cyber security
 - Modern slavery risk assessment
- 5 Employee engagement**
 - Employee engagement surveys
 - Apprenticeships and continuous professional development

View Igneo's latest ESG report [here](#).

Governance

During most of 2022, Waste Management's Board was based in China and, along with our Executive Management Team, were responsible for governance and decision-making on all major economic, environmental, and social issues.

Developing our strategy, purpose and values is the responsibility of the Executive Management Team.

Waste Management New Zealand 2022 Executive Organisation Chart



Evan Maehl
Managing Director



William Ding
Chief Financial Officer



Michael McSaveney
GM Upper North Island



David Howie
GM Lower North Island



Greg Slaughter
GM South Island



Ian Kennedy
GM Operational & Technical Services



David Perkins
GM Technical Services



Guy Smith
Head of Safety & Risk



Ingrid Cronin-Knight
GM Strategy, Customer & Sustainability



Craig Plested
Head of People & Corporate Services

Carbon Footprint Reduction Committee

To support the Executive Management Team, Waste Management has a Carbon Footprint Reduction Committee chaired by the Sustainability Manager. The committee meets every quarter to review progress on the company's Emission Reduction Plan. Membership of the Carbon Footprint Committee includes Managing Director Evan Maehl; GM Strategy, Customer and Sustainability Ingrid Cronin Knight; Head of People & Corporate Services Craig Plested; GM Lower North Island David Howie; GM South Island Greg Slaughter and GM Operations and Technical Services Ian Kennedy along with internal staff from throughout the business who are nominated by their General Manager to provide greater representation from throughout the company.

Team

Our team of 1715 people is spread across our sites throughout New Zealand, with 1,497 permanent employees, 49 part time employees, 19 temporary employees and 10 casual employees. This includes 140 owner drivers, contractors and their drivers, who make up 8% of our team, doing the same work as full-time company drivers but as subcontractors who own and operate their own collection truck(s). Owner-driver diesel use is included in Waste Management's carbon footprint as scope 3 diesel use.

Policies

Diversity Policy, Acceptable Workplace Behaviour Policy, Conflict of Interest Policy, Corporate Code of Conduct and Flexible Work Policy. A detailed Human Rights Policy is to be developed during 2023.

Overall policy commitments are managed by our Head of People and Culture Craig Plested, with policy development conducted by the required specialist and reviewed for final approval by the Managing Director Evan Maehl.

Further detail in Appendix v: Our team in numbers.

Partnerships and Memberships

Waste Management has partnerships and 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**.
- **All Heart NZ:** Supports and assists our wider sustainability efforts by providing an additional reuse solution for our customers' unwanted items through practically redirecting and repurposing redundant and unwanted items through our new sustainability consulting services. **(Refer to Sustainability Services case study on page 23)** In addition, All Heart are the preferred supplier of labour for our [sustainability waste audit service](#).
- **Business Leaders Forum:** Providing support and services to senior leaders in regards to Health and Safety. Our Managing Director Evan Maehl is part of the senior leadership working group.
- **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 below 1.5 degree of warming.

Our membership of CLC ensures we are leading the waste industry's transition towards a low carbon world by demonstrating best practice on how to reduce GHG emissions while collecting and safely disposing of waste generated by New Zealanders.
- **Keep New Zealand Beautiful (KNZB):** A non-for-profit organisation working to keep communities clean, safe and beautiful through campaigns like 'Be a Tidy Kiwi' and 'Do the Right Thing'.

We support the annual KNZB Clean Up Week by providing free disposal at our transfer stations.
- **New Zealand Green Building Council (NZGBC):** Supporting sustainable building and construction practices.

Waste Management is proactively working with the NZGBC to drive best practice for managing waste within the building and construction sector, through the separation of waste at source. In addition, our Head Office in Auckland is a 5-star rated Greenstar building.
- **New Zealand Institute of Safety (NZISM):** New Zealand's leading professional association for health and safety practitioners.

Supporting our HSEQ Partners through professional development with training and networking opportunities.
- **Site Safe:** Supporting our business health and safety needs and contractor pre-qualification.
- **Sustainable Business Council (SBC):** Working towards a balanced pursuit of economic growth, ecological integrity, and social progress.

The SBC provide a number of benefits for us, including providing an external review of our published GRI sustainability reports on a biannual basis

- **Sustainable Business Network (SBN):** We are an Impact Investor for the Sustainable Business Network and work with other companies to transition New Zealand towards a low carbon economy.

We are also proud sponsors of the SBN Challenge Hub, which aims to help businesses solve their sustainability challenges.

- **Toitū Envirocare:** We are a Toitū carbon-reduce certified organisation, requiring annual independent verification of our carbon footprint and strategies to manage and reduce our carbon footprint, meeting ISO 14064 standard and the Greenhouse Gas Protocol.

We held a joint seminar alongside Toitū Envirocare for the Auckland Climate Festival for the second year in 2022 and held an in-person event 'How carbon measurement can influence and enhance your business'.

- **WasteMINZ:** New Zealand's largest representative body for the waste, resource recovery and contaminated land sectors.
- **Waste and Recycling Industry Forum:** WRIF represent the companies who collect and recycle or dispose of New Zealand's waste, servicing households and businesses in every part of the country.
- **Diversity Works New Zealand:** The national body advocating for and enabling a more inclusive Aotearoa New Zealand. Membership is made up of 700 other organisations supporting the commitment to equity and inclusion in our workplaces.

As members of Diversity Works New Zealand, we attend their annual conference that helps inspire, develop, and nurture workplace diversity and inclusion. We also arrange events with Diversity Works – See case study on Women in Leadership workshop on page 28.

Supply Chain

Our supply chain is very diverse and reaches a wide range of products and services across all sectors (e.g. technical, environmental, consulting, technology). We have approximately 3200 suppliers on shore and offshore, with the bulk being local typically specialising in the provision of industrial goods, equipment, and services, including commodity industrial consumables and expendables, to highly specialised scientific-grade products.

Where possible and required, we establish connection with our beneficiaries downstream who provide necessary services for all activities from raw material supply to resource, and manufacturing.

We've been hit by natural disasters on and offshore which have affected supply chain, from production and supply prioritisation through to logistics locally and globally.

Our procurement team's approach is for future sustainable supply chain and business partnerships to enable ethical and local (where possible) sourcing in the fast-changing environment.

Appendix i: GRI General Disclosures Index:

This report has been prepared in accordance with the GRI Sustainability Reporting Standards (GRI), applied at 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.

Statement of use: Waste Management Ltd has reported in accordance with the GRI Standards for the period January 2022 to December 2022

GRI 1 used: GRI 1 Foundation 2021

Disclosure	Name	Description and/or page number
General Disclosures		
2-1	Organisational details	Waste Management in 2022 – Ownership Pg. 44
2-2	Entities included in the Organisation's sustainability reporting	Waste Management in 2022 – Our Operations Pg. 34
2-3	Reporting period, frequency and contact point	Our Report Pg. 4 and Back Cover
2-4	Restatements of information	Our Report Pg. 4
2-5	External Assurance	Our Report Pg. 4 Waste Management in 2022 – Sustainability Advisory Panel Pg. 41
2-6	Activities, value chain and other business relationships	Waste Management in 2022 – Our Operations Pg. 34 Waste Management in 2022 – Supply Chain Pg. 46 Note: There are no significant changes to report in 2022
2-7	Employees	Waste Management in 2022 – Team Pg. 45 Appendix v: Team in numbers Pg. 52
2-8	Workers who are not employees	Waste Management in 2022 – Team Pg. 45 Appendix v: Team in numbers Pg. 52
2-9	Governance structure and composition	Waste Management in 2022 – Governance Pg. 45
2-10	Nomination and selection of the highest governance body	Waste Management's Board was based in China for most of the year and later, following the company's sale, the Board was based in Australia. The Executive Management Team is the New Zealand's highest governance body
2-11	Chair of the highest governance body	Waste Management's Board was based in China for most of the year and later, following the company's sale, the Board was based in Australia. The Executive Management Team is the New Zealand's highest governance body, led by the Managing Director Evan Maehl
2-12	Role of the highest governance body in overseeing the management of impacts	Waste Management in 2022 – Governance Pg. 45
2-13	Delegation of responsibility for managing impacts	Waste Management in 2022 – Governance Pg. 45
2-14	Role of the highest governance body in sustainability reporting	Our Report Pg. 4
2-15	Conflicts of interest	Waste Management's Board was based in China for most of the year and later, following the company's sale, the Board was based in Australia, with no conflicts of interest in New Zealand.
2-16	Communication of critical concerns	Waste Management's Board was based in China for most of the year and later, following the company's sale, the Board was based in Australia. The Executive Management Team is the New Zealand's highest governance body and are actively involved in operational issues of critical concern

Disclosure	Name	Description and/or page number
General Disclosures		
2-17	Collective knowledge of the highest governance body	Waste Management's Board was based in China for most of the year and later, following the company's sale, the Board was based in Australia. The Executive Management Team is the New Zealand's highest governance body and trained by Waste Management's Sustainability Manager and by attending conferences. Evan Maehl: Managing Director is in the Business Leaders' Health and Safety Forum Steering Group David Howie: General Manager LNI is on the Government's Waste Advisory Board
2-18	Evaluation of the performance of the highest governance body	Waste Management's Board was based in China for most of the year and later, following the company's sale, the Board was based in Australia. The Executive Management Team is the New Zealand's highest governance body whose performance is managed through standard internal performance processes
2-19 & 2-20	Remuneration policies and Process to determine remuneration	Waste Management's Board was based in China for most of the year and later, following the company's sale, the Board was based in Australia. The Executive Management Team is the New Zealand's highest governance body whose remuneration is managed through normal internal policies
2-21	Annual total compensation ratio	Due to confidentiality, we do not disclose this information
2-22	Statement on sustainable development strategy	From our Managing Director Pg. 3 Waste Management in 2022 – Our Strategy and Values Pg. 33
2-23	Policy commitments	Waste Management in 2022 – Policies Pg. 39,45
2-24	Embedding policy commitments	Waste Management in 2022 – Policies Pg. 39,45
2-25	Processes to remediate negative impacts	Waste Management in 2022 – Environmental compliance Pg. 36
2-26	Mechanisms for seeking advice and raising concerns	Individuals can seek for advice and raise concerns about our products and services as well as our activities via our customer service phone line, our contact and support page on our website https://www.wastemanagement.co.nz/contact-and-support/ , or through Facebook messenger Media enquiries can also be sent through to mediaenquiry@wastemanagement.co.nz
2-27	Compliance with laws and regulations	Waste Management in 2022 – Environmental compliance Pg. 36
2-28	Membership associations	Waste Management in 2022 – Partnerships and Memberships Pg. 46
2-29	Approach to stakeholder engagement	Waste Management in 2022 – Engagement with our stakeholders Pg. 37-38
2-30	Collective bargaining agreements	Appendix v: Team in numbers Pg. 52

Disclosure	Name	Description and/or page number
Material topics		
3-1	Process to determine material topic	Our new Materiality Matrix 2022 Pg. 6
3-2	List of material topics	Appendices ii and iii Pg. 49; 50 - 51
3-3	Management of material topics	The impacts of material topics are managed through the For Future Generations Sustainability Strategy
Economic topic disclosures		
203-1	Infrastructure investments and services supported	Waste Management in 2022 – Our Operations Pg. 34
203-2	Significant indirect economic impacts	Due to confidentiality, we do not disclose this information
Environmental topic disclosure		
Water and Effluents		
303-1	Interactions with water as a shared resource	Waste Management in 2022 – Interactions with te taiao – environment Pg. 35
303-2	Management of water discharge-related impacts	Waste Management in 2022 – Interactions with te taiao – environment Pg. 35
303-3	Water withdrawal	Information unavailable/incomplete – Waste Management does not capture water use information in detail across our sites.
303-4	Water discharge	Information unavailable/incomplete – Waste Management does not capture water discharge information in detail across our sites.
303-5	Water consumption	Information unavailable/incomplete – Waste Management does not capture water consumption information in detail across our sites.
Biodiversity		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Waste Management in 2022 – Interactions with te taiao – environment Pg. 35
304-2	Significant impacts of activities, products and services on biodiversity	Not applicable – No significant direct or indirect impacts on biodiversity during 2022
304-3	Habitats protected or restored	Waste Management in 2022 – Interactions with te taiao – environment Pg. 35
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not applicable – Waste Management has no impact on IUCN red list species.
Emissions		
305-1	Direct (Scope 1) GHG emissions	Waste Management in 2022 – Carbon Footprint Pg. 42-43
305-2	Energy indirect (Scope 2) GHG emissions	Waste Management in 2022 – Carbon Footprint Pg. 42-43
305-3	Other indirect (Scope 3) GHG emissions	Waste Management in 2022 – Carbon Footprint Pg. 42-43
305-4	GHG emissions intensity	Waste Management in 2022 – Carbon Footprint Pg. 42-43
305-5	Reduction of GHG emissions	Waste Management in 2022 – Carbon Footprint Pg. 42-43
305-6	Emissions of ozone-depleting substances (ODS)	Not applicable – Waste Management does not capture ozone depleting substances data
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not applicable – Waste Management does not capture nitrogen oxide data

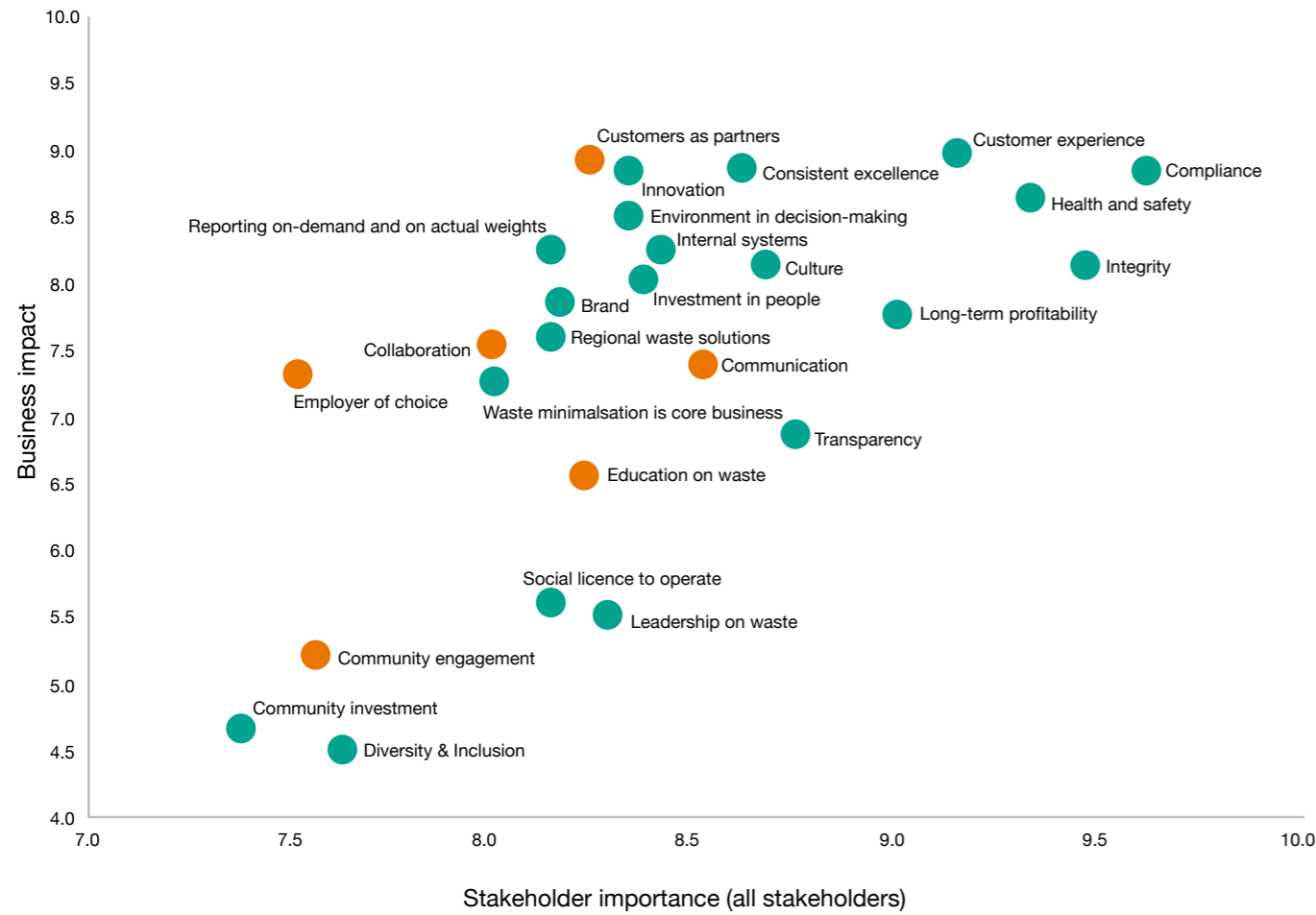
Disclosure	Name	Description and/or page number
Social Topic Disclosures		
Waste		
306-1	Waste generation and significant waste-related impacts	Waste Management in 2022 – Our Operations Pg. 34
306-2	Management of waste-related impacts.	Waste Management in 2022 – Our Operations Pg. 34 Case studies plastic grinder Pg. 31 and Aliaxis NZ partnership Pg. 31
306-3	Waste generated	How We Create Value Pg. 5 Waste Management in 2022 – Our Operations Pg. 34
306-4	Waste diverted from disposal	How we add value Pg. 5 Waste Management in 2022 – Our Operations Pg. 34
306-5	Waste directed to disposal	Due to confidentiality, we do not disclose this information
401-1	New employee hires and employee turnover	Due to confidentiality, we do not disclose this information
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Waste Management in 2022 – Team Pg. 45
401-3	Parental leave	Due to confidentiality, we do not disclose this information
Employment		
403-1	Occupational health and safety management system	Waste Management in 2022 – Health and Safety Pg. 39-40
403-2	Hazard identification, risk assessment, and incident investigation	Waste Management in 2022 – Health and Safety Pg. 39-40
403-3	Occupational health services	Waste Management in 2022 – Health and Safety Pg. 39-40
403-4	Worker participation, consultation, and communication on occupational health and safety	Waste Management in 2022 – Health and Safety Pg. 39-40
403-5	Worker training on occupational health and safety	Waste Management in 2022 – Health and Safety Pg. 39-40
403-6	Promotion of worker health	Waste Management in 2022 – Health and Safety Pg. 39-40
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Due to confidentiality, we do not disclose this information
403-8	Workers covered by occupational health and safety management system	Waste Management in 2022 – Health and Safety Pg. 39-40 Appendix iv: Health and Safety results Pg. 52
403-9	Work-related injuries	Appendix iv: Health and Safety results Pg. 52
403-10	Work-related ill health	Appendix iv: Health and Safety results Pg. 52
Training and Education		
404-1	Average hours of training per year per employee	Due to confidentiality, we do not disclose this information
404-2	Programs for upgrading employee skills and transition assistance programs	Our People – Case Study: Engaging our People Pg. 26
404-3	Percentage of employees receiving regular performance and career development reviews	Due to confidentiality, we do not disclose this information

Appendix ii: 2022 Material issues

Issues	Description
Brand promotion and awareness	Promote achievements, transition strategy and approach to managing sustainability issues. Create awareness of the brand in the local and regional community. Consider a revision of the name and branding.
Carbon and energy use – decarbonisation	Carbon emission reduction and energy efficiency, e.g. use of renewable energy, as well as, optimising transport and maximising the beneficial use of landfill gas, whilst minimising its impact.
Care for the land and environment	Protecting the environment with care for our land, air and water. Regenerating our soil health with compost, responsible residual waste management at well-managed landfill sites and ongoing rehabilitation at landfill sites and planting native vegetation at facilities.
Circular economy	Lead with principles of the circular economy in all service offerings: Eliminate waste; circulate products and materials (at their highest value); regenerate nature.
Climate-related business risk & continuity planning	Understand and adapt to the impacts of a changing climate on the business directly (business continuity), or indirectly with clients and suppliers.
Collaborative partnerships & innovation	Continue to drive with new and existing external partners process, product, technological and organisational innovation, including assisting to develop new processing capacities within NZ.
Communication & community engagement	Communication is genuine, accurate, transparent and timely. Positive, enduring relationships are maintained with stakeholders and partners through active engagement with local communities in which we operate. Address misinformation and communicate with integrity.
Culture & values	Our culture is built on the company values and principles, where Our People (team) are aligned and focused on the goal of a long-term sustainable future for Aotearoa.
Customer experience	Proactively working with customers to provide solutions, ensuring that we deliver on our customer commitments and facilitate customers to achieve their sustainability goals.
Diversifying the service offering	Continue to diversify our service offering including exploring alternative materials and markets including organics recovery, construction and demolition material recovery, sustainability consulting services. Ensure the core services quality is maintained
Diversity & Inclusion	Actively build an inclusive work environment that ensures everyone can confidently share their culture, skills, values, backgrounds, and experiences at work.
Education & awareness	Providing education resources and awareness as an industry leader.
Employee attraction, development, retention & the future of work	Creating environments where people can thrive, push boundaries, collaborate, and share a purpose. Continue to drive technical excellence, by empowering our people through professional development, providing career pathways and contemporary employee experiences.
Ethical value chain	Continue to drive an ethical supply chain and work with trusted suppliers to develop a chain of custody for recovered materials to ensure transparency in tracking and reporting, and human health and wellbeing, whether onshore or offshore.
Funding opportunities	Access funding opportunities to continue with research and development and infrastructure investment that will assist sector wide infrastructure investment.
Governance, ESG transparency & reporting	Have systems in place to ensure sustainability-related activities are progressed with accountability, transparency, and credibility through a clearly articulated and communicable ESG strategy, approach and reporting mechanisms, leveraging targets based on science.
Health, safety and well-being	Health, safety, and wellbeing of our people.
Industry engagement and collaboration	Collaboration to achieve shared outcomes, both within and outside the industry; academic institutions and industry associations. Build on and continue to foster alignment and forge partnerships across the industry to progress sustainability objectives through shared vision and values.

Issues	Description
Legal compliance	Maintenance and compliance with legal and regulatory requirements.
Mana whenua partnerships	Build cultural and commercial partnerships with iwi businesses and communities in an authentic manner, benefiting the long-term wellbeing of Aotearoa.
Measurement & reporting	Improve data and insights to support individuals, organisations and communities to minimise waste, drive the circular economy and transition to a low carbon economy. Continuous improvement of measurement and reporting of data to support internal users, customers and assist central government with waste collection and tracking data.
Recycling & resource Recovery	Resource recovery of materials including construction and demolition waste, organic waste, plastics and other packaging and energy recovery to create fuel and power sustainable transportation.
Sector leadership & policy engagement	Being a sector leader, play an advocacy role within the development of new policy or regulation working with partners to drive rather than respond to change. Remain ahead of legislation and standards, and ensure products are positioned to assist customers to stay ahead as well as comply with regulations.
Sustainable business performance	Ensuring sustainable financial growth and ESG performance. Budgets and KPIs include financial, carbon and social impacts to make sure the business is looking and measuring beyond profit.

Appendix iii: 2018 Material issues



● Top 5 material issues identified as requiring improvement by external stakeholders

Disclosure	Name	Description and/or page number
Short name	Key Theme	Description
		GRI Standards and Disclosure
Brand	Our Customers	Waste Management is seen as a company that works proactively to achieve its customers' waste goals. GRI 2 – Disclosure 2-29 Approach to stakeholder engagement
Collaboration	Our Customers	Collaborating with partner organisations to deliver solutions for customers and for communities. GRI 2 - Disclosure 2-28 Membership associations
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. GRI 2 - Disclosure 2-29 Approach to stakeholder engagement
Community engagement	Our Community	Proactive engagement with local communities over the long-term, eg through community committees, youth councils and direct relationships with iwi. GRI 2 – Disclosure 2-29 Approach to stakeholder engagement

Disclosure	Name	Description and/or page number
Short name	Key Theme	Description
		GRI Standards and Disclosure
Community investment	Our Community	Investment in local communities, particularly in areas that relate to Waste Management, eg taking waste from stream/waterway clean-ups in partnership with iwi and/or organisations such as Sustainable Coastlines. GRI 2 - Disclosure 2-28 Membership associations GRI 2 – Disclosure 2-29 Approach to stakeholder engagement GRI 303 Water and Effluents 2018 • Disclosure 303-1 Interactions with water as a shared resource GRI 304 Biodiversity • 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas • 304-3 Habitats protected or restored
Compliance	Our Business	Ensuring full legal compliance at all times, and proactively marketing this to large customers. GRI 2 - Disclosure 2-27 Compliance with laws and regulations
Consistent excellence	Our Customers	Relationships and reporting are of a consistently high standard. Best practice is identified and implemented company-wide (where appropriate). No applicable GRI Standard
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. No applicable GRI Standard
Customer experience	Our Customers	Creating a positive experience for all customers, eg a focus on delivering solutions, having helpful front-line staff, having well-maintained trucks and courteous drivers. No applicable GRI Standard
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. No applicable GRI Standard
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. GRI 2 - Disclosure 2-23 Policy commitments
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 (eg hazardous waste and e-waste). GRI 2 - Disclosure 2-29 Approach to stakeholder engagement
Employer of choice	Our People	Waste Management is seen as an employer of choice. GRI 401 Employment 2016 • 401-2 Benefits provided to full-time employees that are not provided to temporary or parttime employees

Appendix iii: 2018 Material issues

Short name	Key Theme	Description	GRI Standards and Disclosure
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.	GRI 2 - Disclosure 2-27 Compliance with laws and regulations GRI 303: Water and Effluents 2018 • Disclosure 303-1 Interactions with water as a shared resource GRI 304: Biodiversity Informal commentary • Disclosure 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas
Health & safety	Our People	Health and safety remains a top-tier priority for Waste Management.	GRI 403: Occupational Health and Safety 2018 • Disclosure 403-1 Occupational health and safety management system • Disclosure 403-2 Hazard identification, risk assessment, and incident investigation • Disclosure 403-3 Occupational health services • Disclosure 403-4 Worker participation, consultation, and communication on occupational health and safety • Disclosure 403-5 Worker training on occupational health and safety • Disclosure 403-6 Promotion of worker health • Disclosure 403-8 Workers covered by an occupational health and safety management system • Disclosure 403-9 Work-related injuries • Disclosure 403-10 Work-related ill health
Innovation	Our Business	Waste Management leads the waste sector in innovation, eg through electric trucks, generating energy from landfill gas, low carbon waste solutions, and new waste processing technologies.	GRI 203: Indirect Economic Impacts 2016 • Disclosure 203-1 Infrastructure investments and services supported
Integrity	Our Business	Waste Management is genuine, ethical, acts with integrity and walks the talk.	No applicable GRI Standard
Internal systems	Our Business	Internal systems are robust and clearly documented (eg do not rely on individuals). Visibility of performance against KPIs (site and company). Data is captured at a granular level and easily available (eg waste deposited per end-point and waste diversion rates at company and regional levels).	No applicable GRI Standard
01Investment 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.	GRI 404: Training and Education 2016 • Disclosure 404-2 Programs for upgrading employee skills and transition assistance programs

Short name	Key Theme	Description	GRI Standards and Disclosure
Leadership on waste	Our Community	Proactive engagement with central and local government on waste issues, and leadership of the wider waste industry.	GRI 2 - Disclosure 2-29 Approach to stakeholder engagement
Long-term profitability	Our Business	Waste Management is a profitable business over the long-term.	No applicable GRI Standard
Regional waste solutions	Our Business	Landfill/recycling/composting solutions to suit different-sized markets that treat waste locally and profitably.	No applicable GRI Standard
Reporting on-demand and on actual weights	Our Business	Reporting is based on actual weights (not estimates), is customer-pulled (eg through live reporting and interactive portals) and includes landfill diversion rate alongside other key metrics.	No applicable GRI Standard
Social licence to operate	Our Business	Waste Management is a net-positive business with a strong social licence to operate, eg through actively restoring ecosystems (eg 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.	GRI 2 - Disclosure 2-27 Compliance with laws and regulations GRI 2 - Disclosure 2-29 Approach to stakeholder engagement GRI 203: Indirect Economic Impacts 2016 Disclosure 203-1 Infrastructure investments and services supported GRI 303: Water and Effluents 2018 • Disclosure 303-1 Interactions with water as a shared resource GRI 304: Biodiversity Informal commentary • Disclosure 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas
Transparency	Our Customers	Waste Management is transparent and honest, eg 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.	No applicable GRI Standard
Waste minimisation is core business	Our Business	Waste Management makes waste minimisation and landfill diversion profitable and part of its core business.	GRI 306: Waste 2020 • Disclosure 306-1 Waste generation and significant waste-related impacts • Disclosure 306-2 Management of waste-related impacts. • Disclosure 306-3 Waste generated • Disclosure 306-4 Waste diverted from disposal

Appendix iv: 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 2022 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)	2 (Lost Time Injuries - LTI)	LTIFR = 0.5
Recordable work-related injuries or ill health	227 (First Aid Treatments (FAT) = 237, Medical Treatment Injuries (MTI) = 10)	MTIFR = 2.7 TRIFR = 3.3
Most common type of work-related injury or ill health	115 strains	-
Total 12 month rolling employee hours	3,653,399 hours	-

MTIFR Medical Treatment Injury Frequency Rate

Formula is: total number of MTIs within 12 month rolling x 1 million / the 12 month rolling hours worked

LTIFR Lost Time Injury Frequency Rate

Formula is: total number of LTIs within 12 month rolling x 1 million / the 12 month rolling hours worked

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

Formula is: total number of combined LTIs and MTIs for the 12 month rolling x 1 million / the 12 month rolling hours worked

Waste Management 2022 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)	0 (Lost Time Injuries = LTI) 1 (Medical treatment Injuries =MTI)
Recordable work-related injuries or ill health	34 (First aid treatment)
Most common type of work-related injury or ill health	Sprains and Strains
Total number of employee hours	N/A – we do not record contractor hours

Appendix v: Team in numbers

Table 1: Total number of team members by head count by employment contract across our different divisions including owner drivers.

Employment contract	UNI	LNI	SI	TS	Corporate	JV	Total
Permanent Contract	358	389	347	147	233	21	1495
Temporary Contract	1	3	4	1	10		19
Part Time	13	16	11	1	5	4	50
Casual	2	5	3		1		11
Owner Driver	77	34	29	NA	NA	NA	140
Total	451	447	394	149	249	25	1715

Table 2: Total number of employees by head count, by employment contract (permanent and temporary), by gender excluding owner drivers.

Employment contract	Male	Female	Preferred not to answer	TOTAL
Permanent	1109	385	1	1495
Temporary	5	14		19
Part Time	28	22		50
Casual	7	4		11
Total	1149	425	1	1575

2022 was a challenging year due to the nationwide shortage of truck drivers lowering our staff numbers and 4% of Waste Management's total employees are covered by collective bargaining agreements.



Glimpses of Tiromoana Bush and the coastline near Kate Valley



Any queries or feedback on this report contact:
sustainability@wastemanagement.co.nz

Thank you