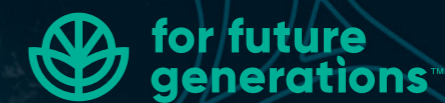


# For Future Generations Sustainability Report 2020

Pūrongo  
Toitū



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## From our Managing Director

### I am pleased to present Waste Management's 2020 For Future Generations sustainability report.

This, our second report, reflects the challenges experienced by our business, New Zealand and the globe as we faced the impact of COVID-19. While we are not out of the woods yet, we are optimistic about our ability to continue to deliver on the commitments we have made.

Against our baseline year of 2017, Waste Management achieved a decrease in operational greenhouse gas emissions (by intensity using revenue) of 10.6%, against our target of 7.5%.

We achieved this mainly through reduced operations due to the impact of COVID-19 on our business throughout the year, in particular impacts on diesel use, shipping and air travel. Our goal by 2025 is a 22% reduction against baseline, but these reductions will be much more challenging as the economy recovers and business returns to normal over the course of the next year through to 2025.

To ensure we remain focused on the changes required to achieve our greenhouse gas emission targets, we are pleased to have developed an intensity measure for tracking our GHG emissions; another step towards having a greater understanding of our progress, while we seek to grow and at the same time reduce the environmental footprint of our business.

In addition, site level monthly carbon footprint reporting was developed for over 60 of our sites. This takes our ownership and understanding of emissions further into the organisation and we believe it will ensure we have an even wider ownership of the reductions we have committed to as a member of the Climate Leaders Coalition.

I was personally pleased to attend our first supplier event, hosted in our new Auckland head office at East Tamaki, once COVID-19 restrictions allowed. It was wonderful to host 10 suppliers as planned, and we had very positive feedback from the 17 people who attended.

A highlight for Our Communities, while we didn't achieve our target of 15,000 social media followers, we achieved 11,760 followers (up from 4,800 at end 2019)

– a significant achievement for the team as they create interesting, useful, and engaging content. We will continue to seek to use social media to engage with the wider community across New Zealand.

In terms of Our Customers we were pleased, that despite the challenges for our teams working from home during lockdowns, we were able to launch a new app for small to medium enterprises called GoBIZ.

You will notice in this report that we have once again refreshed our goals and targets, setting new ambitious targets for 2021, ensuring we are moving towards our stretch targets for 2025.

We remain committed to maintain advice from the late Sir Rob Fenwick when he said to us we were “Better to set high targets to strive for, even if you might fail doing so” and we continue to do exactly that.

Finally, I would like to acknowledge that during 2020 we added Dr Hugh Logan to our External Advisory Board. Hugh's experience includes serving as CEO of the Ministry for the Environment and the Department of Conservation, and before that heading New Zealand's Antarctic Programme. He also helped develop New Zealand's waste minimisation legislation (including the waste levy), nation-wide contaminated sites and climate change legislation (including the emissions trading scheme in 2008).

As we now look to 2021 and beyond, I reiterate Waste Management's commitment to the important work across all programme areas of Our Customers, Our Community, Our Environment, Our People and Our Business.

I am pleased to present this report as evidence of both the results of our work over the past 12 months (from 1 January 2020 to 31 December 2020) and our ongoing ambitions for future generations.

**Evan Maehl**  
Managing Director  
Waste Management

## Our Report

Following on from the launch of our first Global Reporting Initiative (GRI) sustainability report in May 2020, Waste Management is proud to present our second annual GRI sustainability report.

It presents the sustainability work we have done throughout a challenging 2020 year dominated by COVID-19, and builds on our original sustainability strategy [For Future Generations](#) which was launched in October 2018 with higher more ambitious goals and targets.

This report has been structured according to our five key sustainability strategy themes (Our Environment, Our Communities, Our Customers, Our People and Our Business), and covers our progress in delivering on this strategy for the 12-month period from 1 January to 31 December 2020. Quarterly updates are also available on our website.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards: Core option. This 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. The GRI disclosure index, which summarises the range of indicators we have reported on, is included in Appendix i.

This report was also reviewed by our external Sustainability Advisory Board, providing a valuable external lens across our progress, performance, and future aspirations. An introduction to our Board can be found on page 19.

## Our Material Issues

During the development of our For Future Generations sustainability strategy in 2018, Waste Management worked to identify the future sustainable material key issues for us by engaging with both internal and external stakeholders.

A wide cross-section of both internal and external stakeholders were engaged with. Each stakeholder provided their views on the material issues they believed to be key for a forward-thinking, sustainable waste company to address now and in the future.

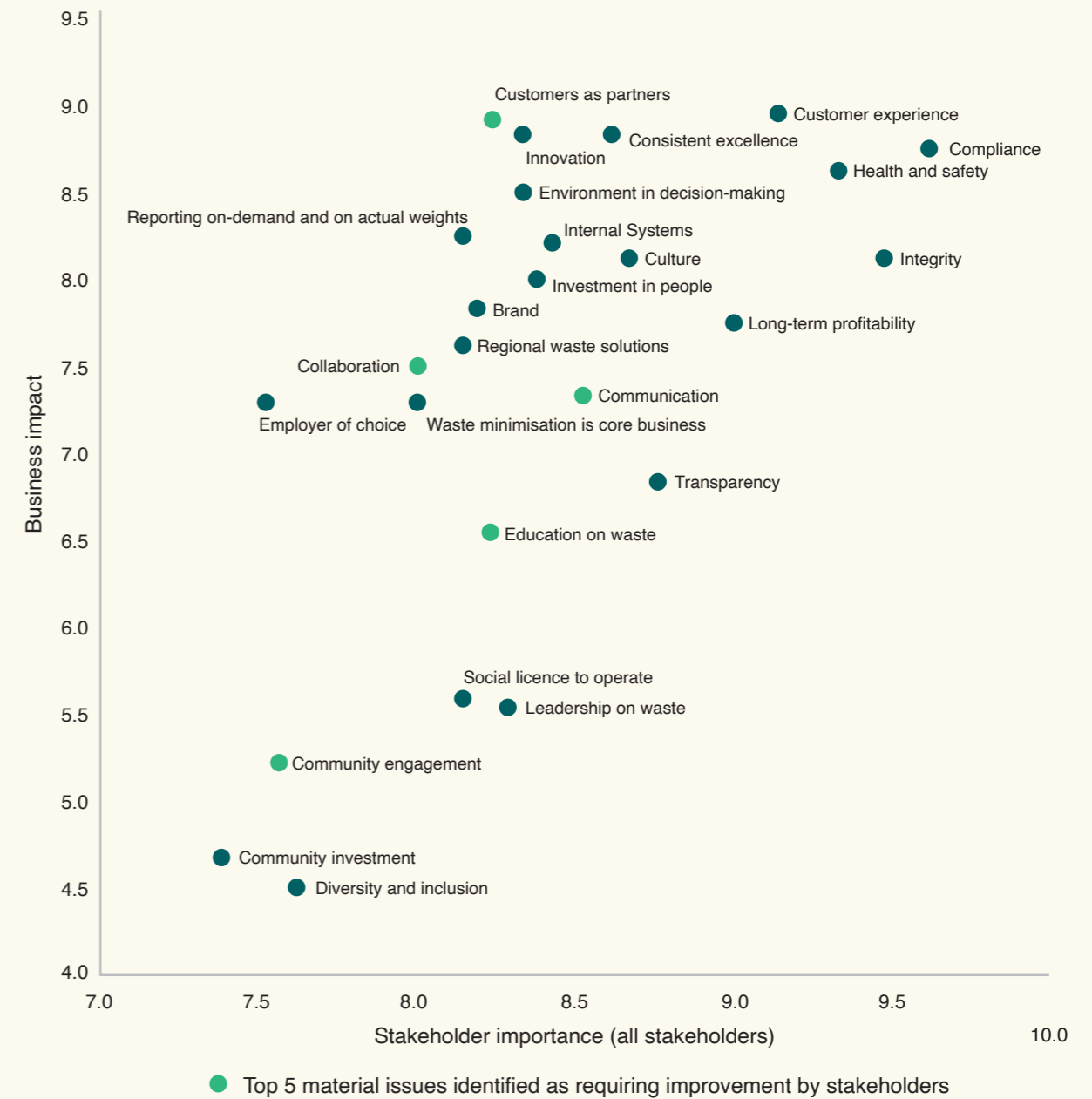
26 issues were identified as material for Waste Management through this process. They are the issues that are key for us to address to ensure we are moving towards a successfully sustainable future. After our stakeholder engagement exercise, more than 50 of Waste Management's leaders reviewed and assessed the identified issues to assess their impact on our business.

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

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

A further review of our material issues has been delayed due to COVID-19 and is planned for the next sustainability report.

## Material Matrix



# How We Create Value

## INPUTS

### Natural capital

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

### Social and relationship capital

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

### Intellectual capital

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

### Human capital

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

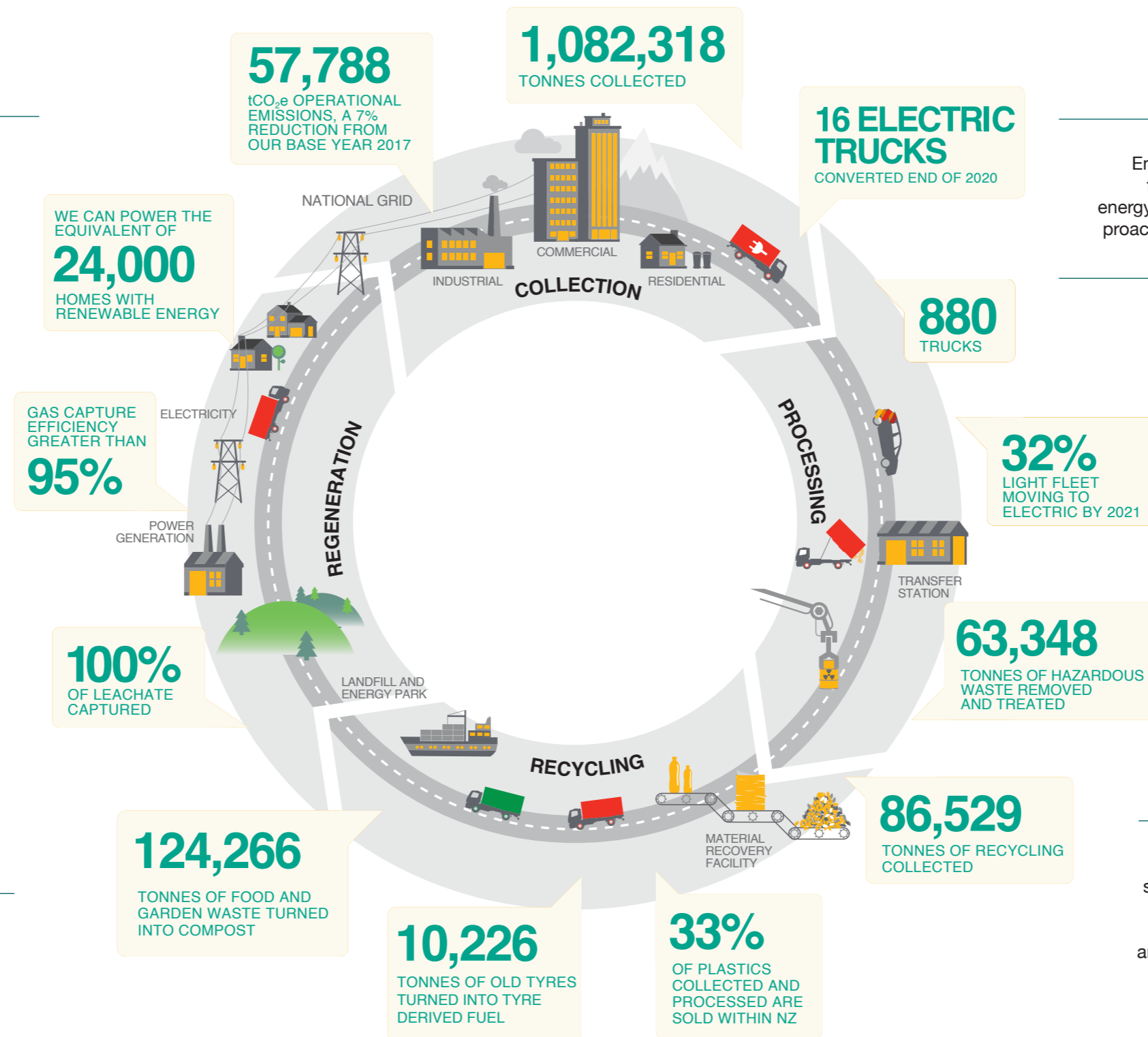
### Manufactured capital

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

### Financial capital

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

## OUR BUSINESS



## OUTPUTS

### Our Environment

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

### Our Communities

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

### Our Customers

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

### Our People

Maintaining a safe work environment and supporting a diverse, inclusive culture and work practices. Development and growth opportunities for our 1645 team members nationwide.

### Our Business

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

Based on Waste Management NZ Limited's 2020 national figures and rounded for marketing purposes.

# Our COVID-19 response as an essential service

By the start of 2020, most of us within New Zealand had heard of COVID-19, but it was at the very edge of our awareness. It was happening overseas, and was something we watched on the news with moderate interest.

However, our removal from the virus was short lived. On 28 February 2020, New Zealand's first case of COVID-19 was reported, two-weeks later anyone entering New Zealand from overseas was required to self-isolate for 14 days. And then came the bombshell press conference on 23 March when the Prime Minister announced we were going into Level 3 lockdown effective immediately, with Level 4 to follow 48 hours later.

## Lockdown

A state of emergency was declared. Schools were shut. All businesses except for essential services closed their doors. The roads were empty.

For everyone it was a time of great uncertainty and trepidation. We were all worried about whether the virus could be effectively contained, and there were huge concerns about the effect on our economy, our jobs and our livelihoods.

At Waste Management, we had a responsibility to our customers and the wider New Zealand public to continue to collect New Zealand's waste as an essential service.

We asked our team, many of whom were juggling children at home and with massively elevated stress levels, to work with us to adapt and deliver what New Zealand needed.

And, without exception, every single team member stepped up. We couldn't have asked for a more resilient and positive response and we remain extremely grateful to this day for our incredible Waste Management whānau.

Behind the scenes, our Executive Management Team met daily (virtually) to discuss operational needs and

how our teams around the country could continue to do their jobs safely.

The safety of our frontline workers who were required to be out physically doing the work of Waste Management was top a priority. Comprehensive health and safety protocols were quickly created by our Safety and Risk team. COVID-19 appropriate personal protective equipment (PPE) was sourced and made available for every worker. Daily briefings were given to the team before they took to the streets.

Those who could, worked from home and the ICT department undertook the massive job of rolling out necessary equipment and network connections for remote working.

Many commercial collections were not required during the lockdowns, and our teams quickly adapted to new and reduced routes as required. Our customers were a priority, and we let them know via our website and email that we would not let them down and their waste needs would still be taken care of. We also gave our customers information on how they could pause their services if necessary.

The Executive Management Team sent out daily email communications to our 1645 workers, held regular virtual management meetings and ensured all our team members had ongoing contact with a manager, supervisor or teammate.

Our communications included links to the Waste Management intranet, where we posted updates in real time, as well as messages of gratitude received from the community. These messages of support meant so much to our team and helped keep spirits high.

We wanted transparency to be a theme of our communications because people were concerned for their jobs, and we are very proud we were able to do this, while keeping all our workers employed during COVID-19.

This connection with our team, along with their incredible resilience and comradery, has meant we've come through multiple lockdowns stronger.

## The team's feedback

We conducted a survey in late 2020 to gauge from our team how well Waste Management did during COVID-19. We had a good response rate, with almost a third of our workforce taking part.

Some of the key findings were:

- 83% of the team were extremely or very confident they had the right resources and support from Waste Management during the lockdown
- 92% agreed or strongly agreed that appropriate safety measures were taken during the different phases of lockdown
- 85% were extremely or very confident in the leadership team to make the right decisions through COVID-19
- 83% agreed or strongly agreed that they felt informed about the company's goals and priorities when working from home

*"I felt honoured to work for Waste Management and valued that we were taken care of – it made a huge financial relief to not have to worry about bills."*

*"Quick response to a very reactive and fluid situation. Very clear and consistent communication to the wider business. Communication covered critical points and FAQs, this gave staff trust and confidence in the company."*

*"The high level of support provided by Waste Management to all workers. There was a high focus on ensuring all workers had the correct PPE and that there were enough supplies for all workers. Enabling staff who were able to work from home, enabled most workers to remain safe in their bubbles."*

*"Waste Management demonstrated high communication and also was very employee-centric in its care of our people."*

## What next

Having navigated multiple alert levels and lockdowns, we feel extremely confident in our team's ability to deal with any further outbreaks of COVID-19 – or any kind of major business disruption.

One of the positives that came from the COVID-19 lockdowns was enforced working from home. Many in our team responded positively to this, and we have formalised the ability to work from home in our Alternative Workplace Policy.

We were also so inspired by our team, that we have reworked our company values to include a value which acknowledges our solidarity and togetherness.



## COVID Case Study: Hoomanol

Early in February 2020 COVID-19 had not yet reached all corners of the globe and had not yet been declared a pandemic. However, Technical Services Specialist Chemical HSEQ partner Hooman Javaheri recognised what was to come. The virus was spreading rapidly in his home country of Iran.

It was well known then that the critical controls for preventing the spread of the virus are hand and surface sanitisation and elevated hygiene protocols. Hooman suggested that Waste Management could prepare bulk hand sanitiser for the company, as it was becoming harder to procure due to supply shortages.

He recognised this situation as an opportunity to put his chemical handling and manufacturing knowledge to use, sourcing chemical reagent and formulating an appropriate mixture with a view to create hand sanitiser for the Waste Management team.

Hooman researched the optimal mixture ratios of alcohol for germ killing, glycerine for skin moisturising and fragrance for a pleasant smell. He found that

isopropanol was the most appropriate alcohol for efficacy, cost and supply. He then put the proposal to management, who quickly supported the plan to formulate in-house hand sanitiser. Thousands of litres were produced under Hooman's guidance and dispatched to the Waste Management branches across New Zealand during the first lockdown.

Affectionately named after its creator, Hoomanol was an essential item for our frontline staff to feel safe while continuing to carry out their duties in a time of stress and uncertainty. In addition to this, Hooman considered the need for easy surface sanitisation, so developed and distributed a Work Instruction and accompanying Risk Assessment for safely diluting household bleach to make a spray disinfectant.

Throughout all of this, Hooman was constantly considering the safety of the Waste Management whānau as well as his own. He was recognised at the 2020 Waste Management Awards for his outstanding contribution during COVID-19, receiving our coveted Innovation Award.





# Future Challenges

As we and the rest of the New Zealand move towards a future low carbon world supported by a circular economy, there are a range of challenges and issues we need to address.

## Greenhouse gas emissions/ Climate change:

Waste Management believes climate change is the most critical environmental issue facing New Zealand – and the world – today. It is a major risk to our business, to New Zealand and to humanity.

We view all major decisions through an environmental lens and actively consider the impact of our activities on greenhouse gas emissions, energy and water use, direct discharges and biodiversity.

Waste Management NZ was an early signatory to the Climate Leaders Coalition and was the first company in the waste industry to be independently certified for managing and reducing our greenhouse gas emissions through Toitū Carbonreduce. We also supported the creation of the Climate Change Response (Zero Carbon) Amendment Act, back in 2017.

We believe no single group can deliver the change needed to curb climate change alone, and we support the bringing together of stakeholders across New Zealand to address the issue.

In our view, greenhouse gas emissions reduction should be the primary focus of any waste minimisation objectives and messages, and should be the test against which all such activities are measured.

## Circular economy:

New Zealand's focus needs to be on reducing waste by addressing throw-away consumerism and the economic drivers perpetuating this. A focus on “diversion from landfill” is unlikely to lead to waste minimisation. For example; focusing on a solution which increases the recycling waste stream, where a better solution could be to minimise the waste in the first place.

Circular outcomes are possible for some specific waste streams in New Zealand, such as turning food waste and garden waste into compost, as we do at Living Earth; recycling glass or old corrugated cardboard – but many other waste streams require a product stewardship scheme and investment in suitable infrastructure to sustainably process the materials.

It is vital that the net carbon impact should also be included in any discussion around waste minimisation, the circular economy or other changes to management of waste streams in New Zealand.

## Electric vehicles:

We are committed to reducing our greenhouse gas emissions and, for the most effective gains in the near future, we are specifically focusing on reducing our diesel emissions.

We were the first to introduce 100% plug-in electric trucks into a waste collection fleet in New Zealand, and have opened a purpose-built facility to assemble more EV trucks. At the end of 2020 we had 16 electric trucks, as well as 87 electric cars and light vehicles in our fleet. We will keep increasing this number and, with a total fleet of over 800, expect to make a significant emissions reduction impact.

## Landfills and waste-to-energy:

Waste Management recycles as much of the waste we collect as possible, however there remains a need to safely contain those wastes that cannot be recycled. The most environmentally responsible solution available in New Zealand for such waste streams is landfill. Modern engineered landfills are nothing like the “dumps” of the past. A modern landfill and green energy centre is a high-tech facility which produces renewable energy and through engineering controls and safe management practices, protects the natural environment.

In addition, waste carbon emission reduction should be the test against which all waste minimisation activities are measured. Many current waste diversion practices will fail a greenhouse gas emissions test against disposal in landfill, especially if they involve combustion and/ or long-distance transportation.

## Waste disposal levy:

Waste Management supports expanding the waste disposal levy equally across all types of disposal facilities, with the exception of those designed to process or eliminate waste streams from priority products under the Product Stewardship Scheme.

Waste itself imposes costs on the environment, society, and the economy and should therefore be levied. The facility is merely the instrument for collection and payment of the levy to the government.

We believe recipients of the levy fund (including local government) should be held accountable for delivering waste minimisation, as well as a reduction in greenhouse gas emissions.

## Kerbside bag collections:

Reusable bins are the safest, most environmentally friendly way to store waste before it is collected by Waste Management. Bins are preferable to plastic bags because:

- They are reusable
- They prevent pests/animals from interfering with the waste
- They prevent injuries to our collections teams as sharp objects in the waste are safely contained.

By contrast, plastic bags:

- Go to landfill after a single use
- Are prone to breaking, causing mess
- Do not protect our team from sharp objects in the bag.

## Incineration:

Waste-to-energy (WtE) incinerators, designed to receive municipal waste streams, require an ongoing regular supply of waste to deliver adequate return in investment. Without an ongoing volume over several decades, the WtE incinerator will not be financially or operationally sustainable. This does not support New Zealand's goals as stated in the Waste Minimisation Act, namely to encourage waste minimisation and a decrease in waste disposal.

Incineration also releases carbon to the atmosphere, when it would otherwise be sequestered forever within a landfill.

The costs associated with WtE are significantly higher than current methods of waste disposal to landfill and, as such, would need government intervention to make it a viable proposition for commercial investment.

## Product stewardship:

Waste Management NZ agrees with the six proposed priority products identified by the Ministry for the Environment's (MfE) Proposed Priority Products and Priority Product Stewardship Scheme Guidelines, and recommend the waste industry be engaged to provide practical, local input on the effectiveness of any schemes under consideration. A business case should also be required to evaluate each scheme's impact on the following:

- Transport, collection, sorting, material recovery and disposal costs
- Contribution to NZ's Carbon Zero 2050 target
- Broader sustainability outcomes of the scheme, linked to the United Nation's (UN) sustainable development goals (SDGs).





# Our Sustainability Strategy: For Future Generations

At Waste Management our purpose is to keep Aotearoa New Zealand beautiful for future generations,

and we are the stewards of the current and future sustainability of Aotearoa New Zealand's lifestyle by responsibly and safely handling, processing and recovering materials produced by our customers and in our communities.

Our sustainability focus comes from our sustainability strategy, For Future Generations.

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

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

Under each key theme are goals which contain a series of dedicated Key Performance Indicators (KPIs), with set dates and defined owners. As the KPIs are achieved, our sustainability goals are achieved. This also addresses the underlying material issues.

In this report, we detail the progress and achievements realised during 2020.

## Global Ambitions: United Nations Sustainable Development Goals

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



## Our Environment

As an organisation, our purpose is *Keeping Aotearoa New Zealand beautiful for future generations.*

The key projects in this programme area reflect a continuation of our efforts to ensure protecting the environment is embedded into our company, including reducing our carbon footprint and engaging with our staff and suppliers to support them protecting the environment and reducing their greenhouse gas emissions, along with a focus on regenerative plantings were possible.

### Tō Tātau Taiao

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

### Our COVID-19 Response

While continuing to remove, recycle and treat waste during lockdowns and raised alert levels, Waste Management decreased its operational carbon footprint (by intensity) by 10.6% against our target of 7.5% for 2020.

We achieved this mainly through reduced operations due to the impact of the pandemic on our business throughout the year, in particular impacting upon diesel use, shipping and air travel.

## 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.

### 2020 in Review

The following table summarises our projects, KPIs and progress achieved during 2020.

Goals	Projects	2020 KPI	Status	Progress
1. <b>Reduce Carbon Footprint</b>	Implement activities from our independently verified carbon footprint reduction plan to reduce our operational carbon footprint in line with our commitments as a signatory to the Climate Leaders Coalition	7.5% reduction in Waste Management's 2020 operational carbon footprint against a 2017 baseline	<b>Achieved</b>	10.6% reduction in our operational carbon footprint by intensity, in part due to the impact of COVID-19 on the business
	Work with our team members to help them reduce their personal carbon footprints	2% of Waste Management team members have measured their carbon footprint and have plans to reduce their greenhouse gas emissions	<b>Achieved</b>	3% of team members measured and took steps to reduce their carbon footprint during a staff initiative run in October to reduce their personal carbon footprint. Each team member taking part went in the draw to win an e-bike
2. <b>Expand sustainable procurement</b>	Implement activities to encourage suppliers to reduce their carbon footprint	Ten large suppliers to attend a Waste Management event on carbon footprint reduction	<b>Achieved</b>	10 suppliers (17 guests) attended a carbon footprint-themed partnership event with Toitū Envirocare at our Auckland Head Office
	Develop and implement Code of Conduct and performance management framework for suppliers that explicitly includes sustainability criteria and outcomes	Code of Conduct and performance management framework rolled out to 80% of suppliers (by spend) and 100% of all new contracts	<b>Partly Achieved</b>	Code of Conduct & Performance Management included in all new contracts and rolled out to 28% of existing suppliers. We aim to reach 80% in early 2021
	Develop and implement a procurement framework for corporate services project sourcing that incorporates "cost v. delivery v. sustainability" weighting methodology	50% of new procurement tenders by 2020	<b>Achieved</b>	Complete with 100% of procurement tenders during 2020 using new framework
3. <b>Increase regenerative plantings</b>	Expand support for community programmes that deliver regeneration in areas where we operate	One new community regeneration project identified and funded	<b>Achieved</b>	First block of native planting at Tirohia Landfill and Energy Park in the Waikato completed. Local iwi visited the site and there have been discussions regarding the setup of an onsite nursery to eco-source natives for future planting



## Our Future Focus - 2021-2025 Goals

Goals	Projects	2021 KPI	2025 KPI	2021 updates
1. <b>Reduce Carbon Footprint</b>	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	10% reduction in Waste Management's operational intensity carbon footprint against a 2017 baseline	22% reduction in Waste Management's 2025 operational intensity carbon footprint against a 2017 baseline	2.5% increase and change to an intensity target
	Work with our team members to help them reduce their personal carbon footprints	4% of Waste Management team members have measured their carbon footprint and have plans to reduce their greenhouse gas emissions	10% of Waste Management team members have measured their carbon footprint and have reduced their greenhouse gas emissions by 10%	2% increase in target
2. <b>Expand sustainable procurement</b>	Implement activities to encourage suppliers to reduce their carbon footprint	Twenty suppliers have attended a Waste Management event on carbon footprint reduction	100 suppliers have attended a Waste Management event on carbon footprint reduction	Increase in target to 20 suppliers
	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 20% of current suppliers (by spend)	Code of Conduct and performance management framework rolled out to 100% of suppliers	Updated to reviewing suppliers who have received the Code of Conduct & performance framework
	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	Quarterly engagement with 100% of suppliers	New KPI for 2021 for supplier engagement
3. <b>Increase regenerative plantings</b>	Expand support for community programmes that deliver regeneration in areas where we operate	One new community regeneration project identified and funded	10% annual increase in plantings directly by Waste Management or through support of our community partners	No change

## 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), such as the supplier carbon footprint reduction event held with Toitū Envirocare.



## Case Study

### Tiromoana Bush regeneration

Rare native plants are making a comeback near Kate Valley Landfill & Energy Park.

New Zealand's rarest mistletoe species are now – against the odds – growing in Tiromoana Bush, next to Kate Valley. They are dwarf mistletoe, white mistletoe or tāpia, and green mistletoe or pikirangi.

What makes their growth so special is that they are all arboreal parasites – which means instead of germinating on the ground they require a host species to live on.

For example dwarf mistletoe can only grow on kānuka, making it exceptionally rare.

Over the years Waste Management has been actively involved in regenerating Tiromoana Bush.

It's been a hugely successful project, with before and after photos (above) showing the difference over 15 years.

Local iwi have also recently visited the site and there have been discussions around the setup of an onsite nursery to eco-source natives for future planting.



## 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 are wanting to make better choices, but need our help, knowledge, and expertise with making the right choices as well as providing 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-taiao hoki. Mahi ai ō mātau rōpū i roto i aua hapori, e tautoko ana i te ōhanga me te tuku i ngā ratonga waiwai.

### Our COVID-19 Response

At Waste Management, we have a responsibility to our customers and the wider New Zealand public to continue to collect New Zealand's waste as an essential service.

During the pandemic members of our team were part of the Government's waste working group, ensuring that New Zealanders could rely on their waste being collected and safely managed during highly stressful and uncertain times. We were proud to step up for our fellow Kiwis.

## 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.

### 2020 in Review

The following table summarises our projects, KPIs and progress achieved during 2020.

Goals	Projects	2020 KPI	Status	Progress
1. <b>Improve mutual understanding with stakeholders</b>	Develop and implement an improved proactive engagement approach with our stakeholders on key issues	Stakeholder engagement plan delivered with 75% satisfaction score in end of year survey	<b>Partly Achieved</b>	Stakeholder engagement plan delivered with planned implementation during 2021
2. <b>Improve community understanding of issues relating to waste</b>	Increase tours at our landfills to help the community understand where their waste goes	At least one community tour runs at each landfill during 2020 (Redvale, Whitford, Tirohia and Kate Valley)	<b>Partly Achieved</b>	There were challenges with Covid-19 multiple lockdowns but where possible community tours were run
	Support education programmes around waste minimisation with New Zealand kids	In partnership with Keep New Zealand Beautiful, provide a copy of the Kiki Kiwi children's book to all NZ primary schools	<b>Achieved</b>	1,978 Kiki Kiwi books distributed to all primary/intermediate schools and all national kindergartens
	Use social media to engage with wider New Zealand community beyond our customers	15,000 followers across our social media channels	<b>Partly Achieved</b>	11,760 social media followers for this aspirational goal (up from 4,800 as at the end of 2019)
3. <b>Expand engagement with our local communities</b>	Use volunteering to increase our contribution to the communities in which we operate	Establish an annual half-day volunteering programme for every team member	<b>Partly Achieved</b>	Framework for volunteer programme established and due to go live early 2021

## Our Future Focus - 2021-2025 Goals

Goals	Projects	2021 KPI	2025 KPI	2021 updates
1. <b>Improve mutual understanding with stakeholders</b>	Develop and implement an improved proactive engagement approach with our core stakeholders on key issues (iwi, Government and local community)	The Government's Waste Minimisation review considers the full impact of carbon. Engagement initiated with four specific iwi	90% satisfaction score in end of year survey and stakeholder engagement plan reviewed and updated annually	Updated focus on key stakeholders iwi, Government and local community
	2. <b>Improve community understanding of issues relating to waste</b>	Increase our reach and engagement of the community so they understand where their waste goes	Create digital content on landfills and waste which achieves 100,000 click views	At least four tours at each of our landfills during 2025 (Redvale, Whitford, Tirohia and Kate Valley)
3. <b>Expand engagement with our local communities</b>	Support education programmes around waste minimisation with New Zealand kids	Deliver an educational teaching resource on waste	Reach more than 200,000 New Zealand children by supporting targeted waste education programmes	KPI updated for a wider educational impact
	Use social media to engage with wider New Zealand community beyond our customers	20,000 followers across our social media channels and create two partnerships using social media to achieve broad reach engagement	50,000 followers across our social media channels	Expanded to include social media partnerships
3. <b>Expand engagement with our local communities</b>	Use volunteering to increase our contribution to the communities in which we operate	Establish an annual half-day volunteering programme opportunity for every team member	90% of team members volunteering for a half-day each year	Clarified as a voluntary opportunity for 2021 and 2025 targeted updated to 90%
	Increase engagement with Māori and local iwi	Establish a strong marae connection for our Auckland Head Office	Establish five new Māori engagement activities	New KPI for 2021 on Māori and iwi engagement

## Long Term Contribution

Our Communities key theme supports five SDGs. Engaging and educating our stakeholders and surrounding communities about a future circular economy supports SDG 4. This will lead to more sustainable cities and communities (SDG 11) and responsible consumption and production (SDG 12). A more efficient and less wasteful society will also lead to a reduction in greenhouse gas emissions. For these goals to be achieved we will be working in partnership with our stakeholders. For example, during 2020 we partnered with Keep New Zealand Beautiful to provide the Kiki the Kiwi book to all primary and intermediate schools throughout the county (SDG 17).



## Case Study

### Haere mai Sonny

Nau mai, haere mai to Sonny Wilcox, who joined Waste Management as Manager of Māori Partnerships in 2020.

Sonny, who is originally from Waikare in the Bay of Islands and of Te Kapotai, Ngāti Hine, Ngāti Te Ara, Te Māhurehure and Ngāpuhi affiliation, has helped our team develop relationships with iwi and hapu, provide strategic advice and lead stakeholder engagement. Importantly, Sonny has also helped build greater understanding of Māori culture and language within Waste Management.

Fluent in te reo Māori, Sonny has a strong background in Māori leadership, having worked as both a youth and social worker, and as Māori liaison officer for the Counties Manukau police and in multiple voluntary capacities.

Most recently Sonny worked at Manukau Institute of Technology (MIT) as the Māori Development Manager specialising in delivering cultural competency and confidence training.

Sonny says he aims to provide a Māori perspective and start building new connections between Waste Management and the Māori community.

“The goal should be to create safe spaces for people to meaningfully engage with our indigenous Māori culture and its language and to realise that this is a wonderful taonga (precious gift) that all Kiwis can celebrate.”



## Our Customers

Managing waste and environmental services is an issue of increasing importance to our customers along with embracing new technology and continuously improving the day to day activities that contribute to a highly effective, safe and optimised business that delivers greater customer value. Our customers want to partner with us to achieve their waste goals effectively and sustainably.

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.

### Our COVID-19 Response

We reassured our customers and communities we would continue to do the vital work of Waste Management during the pandemic through regular communications on our website, via email and through personal phone calls from our sales team. We updated our communications after every alert level change, and our call centre was on stand-by throughout. Kia ora to New Zealand for all the aroha you sent us during 2020.

## 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.

### 2020 in Review

The following table summarises our projects, KPIs and progress achieved during 2020.

Goals	Projects	2020 KPI	Status	Progress
1. <b>Improve customer experience</b>	Implement ongoing improvements in digital and service delivery solutions for our customers	5% improvement in customer experience measure	<b>Partly Achieved</b>	System to collect NPS (Net Promotor Score) data created and due to go live during 2021
2. <b>Enhance our partnerships with customers</b>	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	<b>Partly Achieved</b>	Despite several new initiatives being delayed due to the impact of COVID-19 on our customers and the local economy, five initiatives were rolled out across five different partnerships
3. <b>Improve digital solutions</b>	Increase the number of customers using digital solutions	10% increase in the proportion of orders placed online or through digital channels	<b>Achieved</b>	12% increase in orders placed online or through digital channels in 2020
	Launch online tools to provide better information about waste for customers	At least one new solution launched with 100 visits per month	<b>Achieved</b>	GoBiz online tool launched for commercial customers to manage their accounts online, with over 300 customers signed up

## Our Future Focus - 2021-2025 Goals

Goals	Projects	2021 KPI	2025 KPI	2021 updates
1. <b>Improve customer experience</b>	Implement ongoing improvements in digital and service delivery solutions for our customers	5% year-on-year improvement in customer experience measure	5% per annum increase in customer experience measure	No change
2. <b>Enhance our partnerships with customers</b>	Identify opportunities to partner with customers (and others) to implement new initiatives that support their sustainability goals	10 new initiatives implemented, with outcomes tracked and reported	50 new initiatives implemented, with outcomes tracked and reported	No change
3. <b>Improve digital solutions</b>	Increase the number of customers using digital solutions	30% increase year-on-year in the number of orders placed online or through digital channels	10% per annum increase in the number of orders placed online or through digital channels year-on-year	Changed to a 30% increase in year-on-year digital orders
	Launch online tools to provide better information about waste for customers	At least one new solution launched with 100 visits per month	10% per annum increase on number of visits to online tools	No change

## 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.



Sustainability Partner, Tyron Hartle, who works on circular economy initiatives, helped bring about our partnership with All Heart NZ.

## Case Study

### Partnership with All Heart NZ

In 2020 we were very proud to sign an impact partnership agreement with All Heart NZ, with the aim of helping redirect our customers' waste.

All Heart NZ is a social enterprise that supports communities by providing reusable materials to people in need. They partner with corporates to practically redirect and repurpose redundant and unwanted items, as well as promote sustainable, ethical and social aspects of procurement and supply chain management.

Through our relationship with All Heart NZ, Waste Management is now able to offer its redirection service to our commercial customers. It means customers with unwanted items can have them redirected to support hundreds of communities across Aotearoa, creating a circular economy rather than ending up as waste.



## Our People

We want our people to be motivated, engaged and in 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 providing an encouraging 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.

### Our COVID-19 response

Our Executive Management Team was in daily communication with our team of 1645. Our communications included links to the Waste Management intranet where we posted updates in real time, as well as messages of gratitude received from the community. These messages of support meant so much to our team and kept spirits high.

We wanted transparency to be a theme of our communications because people were concerned for their jobs, and we are very proud we were able to do this, while keeping all our workers employed during COVID-19. This connection with our team, along with their incredible resilience and comradery, has meant we've come through multiple lockdowns stronger.

## 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.

### 2020 in Review

The following table summarises our projects, KPIs and progress achieved during 2020.

Goals	Projects	2020 KPI	Status	Progress
<b>1.</b> <b>Reduce significant injury and fatality incidents</b>	Conduct bowtie risk assessments to identify the causes, preventative safety controls, reactive safety measures and consequence for each of our 13 critical safety risks (details on page 18)	100% completion for all critical risks	<b>Achieved</b>	Bowtie assessment completed for all critical risks
	Educate all managers and supervisors in each bowtie and management of identified critical risks	100% of supervisors and managers trained	<b>Achieved</b>	All managers trained in bowtie risk assessments
<b>2.</b> <b>Increase diversity and cultural literacy</b>	Develop programmes to increase cultural literacy and diversity across our teams	Creation of a Diversity Committee	<b>Achieved</b>	Framework for Diversity Foundation Committee established and due to go live early 2021
	Measure the effectiveness of diversity and inclusion programmes through capturing accurate data from new and existing team members	Ethnicity data requested from 100% of new employees (and sought from 50% of existing employees)	<b>Achieved</b>	Ethnicity data requested from all new employees and survey sent to all existing employees, with 22% responding

## Our Future Focus - 2021-2025 Goals

Goals	Projects	2021 KPI	2025 KPI	2021 updates
1. <b>Reduce significant injury and fatality incidents</b>	Reduce the number of incidents across each of our 13 critical safety risks (details on page 18)	<p><b>a)</b> Rollout and training of bowtie risk assessments to non-process safety team members for each of our 13 critical risks</p> <p><b>b)</b> No recurring 'opportunities for improvement' identified in internal or external HSE audits</p>	10% reduction in incidents for identified critical risks	Focus updated to reducing incidents across our 13 critical safety risks through rollout of bowtie risk assessments and no recurring opportunities for improvement from audits
2. <b>Increase diversity and cultural literacy</b>	Develop programmes to increase cultural literacy and diversity across our teams	Diversity committee meets at least five times; a programme of activities is developed and implemented during 2021	A recurring Māori leaders programme in place, and at least one other diversity or cultural literacy initiative implemented per annum	Updated from creation to Diversity Committee meeting five times with programme of activities developed
3. <b>Health &amp; well-being</b>	Develop programmes to support the physical health and well-being of our team	10% increase in participation in Waste Management-provided annual health check-up programme based on 2020 figures	90% engagement in Waste Management provided health check-up programme	New KPI with focus on our teams' physical health
	Develop programmes to support the mental health and well-being of our team	Mental health awareness training created and delivered nationally to 100% of Waste Management employees	A regular mental health support programme developed and implemented across Waste Management	New KPI with focus on our teams' mental health

## 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).



Napier-based Operations Supervisor Stacey McKinnie won the e-bike

## Case Study

### Team competition to reduce personal carbon footprints

To support our people to reduce their personal carbon footprint, we instigated a competition which ran during October 2020.

To enter, the team needed to measure their carbon emissions using the Toitū Envirocare carbon footprint calculator, and then commit to making changes to reduce their total.

Our sustainability team sent each team member personalised and simple-to-follow tips on how to make reductions, and everyone who took part went in the draw to win an e-bike.

A total of 48 team members took up the challenge, surpassing our goal of having 2% of the Waste Management team take part. We'll be looking to do even better in 2021 – and our goal for 2025 is to have 10% of staff measure their carbon footprint and reduce their greenhouse gas emissions by 10%.



## 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 an 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-taiao, ā-pāpori, ā-pūtea hoki mō Aotearoa haere ake nei.

### Our COVID-19 Response

Like businesses across the world we felt the impact of COVID-19 on our bottom line. However, we are very proud we have been able to retain all our workers and continue to offer all the services that New Zealanders have come to rely on us for.

## Material Issues

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

### What we want to achieve:

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

### 2020 in Review

The following table summarises our projects, KPIs and progress achieved during 2020.

Goals	Projects	2020 KPI	Status	Progress
1. <b>Contribute to New Zealand's circular economy</b>	Develop partnerships with New Zealand manufacturers, who are customers, to support and drive the circular economy	One initiative commenced	<b>Achieved</b>	A new formal partnership with All Heart NZ was formed as an Impact Partner. All Heart NZ will be supporting and assisting our wider sustainability efforts by providing an additional reuse solution for our customers unwanted items.
2. <b>Manage climate change risk</b>	Identify, assess and mitigate Waste Management's climate change risks	Climate change risk register created, with risk mitigation plans implemented, tracked, and reported	<b>Partially Achieved</b>	Externally managed climate change risk screening report created, identifying Waste Management's key climate change risks for each type of physical asset and facility. This will be further developed in 2021
3. <b>Minimise our own waste</b>	Implement the 2020 Waste Management Plan	100% of waste data from 80% of sites (by volume) captured and reported	<b>Partially Achieved</b>	All sites have been allocated a team member to manage collection services and reporting



## Our Future Focus - 2021-2025 Goals

Goals	Projects	2021 KPI	2025 KPI	2021 updates
1. <b>Contribute to New Zealand's circular economy</b>	Develop partnerships with organisations to drive the circular economy	One initiative commenced	Five initiatives commenced since 2020	Updated to wider partnerships beyond manufacturing with any organisations to drive the circular economy
2. <b>Manage climate change risk</b>	Identify, assess and mitigate Waste Management's climate change risks	Climate Change Risk Register finalised, accountability assigned and aligned with Corporate Enterprise Risk Register	Climate Change Risk Register updated and reviewed each year, with risk mitigation plans implemented, tracked and reported	Simplified to managing climate change risks and aligning with our corporate risk register
3. <b>Minimise our own waste</b>	Implement the 2020 Waste Management Plan	Review data being captured and set baseline along with developing at least one new initiative	5% reduction in waste per annum per site (once baseline data has been captured)	Addition of the development of a new initiative

## 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).



## Case Study

### 318 East Tamaki Road

At the start of 2020 Waste Management moved our Auckland-based team of around 400 employees to a new headquarters in East Tamaki Road.

The new facility was designed around sustainability, and was recognised at the 2020 Property Industry Awards – winning the Green Building Award, the Industrial Property Award and the Supreme Award.

Judges describe it as: “a fit-for-purpose, world-class development which innovatively combines operational and non-operational activities whilst improving corporate welfare.

*“In an industry not readily acknowledged as innovative, Waste Management New Zealand is setting themselves a new benchmark through a focus on sustainability, innovation, workplace design and a collaborative owner and tenant relationship to lead the way in industrial processing.”*

Features of the site include:

- Numerous electric car and truck charging facilities
- A rainwater harvesting system featuring two separate rainwater harvesting areas, with seven tanks in total – each holding 25,000 litres of rainwater. That's 175,000 litres – enough to wash 17,500 wheelie bins!
- A jellyfish filtration system which treats stormwater quality, removing floatables, rubbish, oil, debris and a high percentage of particulate-bound pollutants
- Living green walls and multiple green spaces
- Locally sourced building materials with low environmental impact.

During the build an impressive 99.5% of demolition waste and 76% of construction waste was diverted from landfill.

The Auckland team is relishing the new facility, which is integral to our long-term goals of fleet electrification and a net zero carbon footprint.

# About Waste Management

## Operations

Waste Management NZ is New Zealand's leading resource recovery, recycling and waste management provider.

Each year we collect over 1,000,000 tonnes of waste and recycle 85,000 tonnes – and are constantly looking for new and innovative ways to repurpose, redirect, neutralise and reuse waste.

We have provided services across the country for many years, from general waste and recycling for commercial clients, to hazardous waste treatment for industry and kerbside collections for residential homes.

We see waste as a valuable resource, which can be reused, redirected, or recycled back into a circular economy. From turning greenwaste into compost, milk bottles into wheelie bins, 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 can power more than 24,000 homes across New Zealand. We are also proud to report again that 100% of leachate from our landfills was captured and treated during 2020.

Through our Waste Management Technical Services brand, we provide disposal services for hazardous waste, liquid waste, medical and biohazardous waste, sharps, oil waste, tyre recycling, and asbestos. In 2020, 63,348 tonnes of hazardous waste was removed on behalf of our customers, and treated.

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 2020, 86,529 tonnes of such materials was collected and recycled.

Our Living Earth facilities have more than 20 years' experience turning organic waste into compost. Our plant in Christchurch alone processes nearly 50,000 tonnes of food and greenwaste annually. In 2020, 124,266 tonnes of food and garden waste was turned into compost by our Living Earth operations nationwide.

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

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

## Changes to our operations during 2020

During 2020, we continued to evolve our operations in response to market needs.

We welcomed the opening of two new operational sites. West Auckland gained a new transfer station at the end of November, and a new resource recovery park was opened in December in Hamilton.

Due to local councils choosing different operators, our Waiheke Island Refuse Transfer Station operation closed in June. Also, our transfer station in Hamilton shut down its operations in September in preparation for the new site opening as detailed above.

## Values

Our current values have been in use for a number of years, and these values are under review to ensure they capture the essence of a future sustainable waste service provider. The outcome from this review, and any adjustments required, will be released during 2021.

## Health and Safety

The well-being of our people remains core to our success, with health and safety a critical focus. We look out for each other and everyone we have contact with, and we manage our environment to keep everyone safe.

To ensure this happens throughout our company, we have developed robust health, safety, environmental, and quality (HSEQ) systems which are externally audited to ensure the safety of all team members, as well as members of the public.

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 five courses:

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

Elective training courses are identified for individual employees, based on compliance and risk management for their position. Elective training includes numerous modules in the following categories:

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

All staff attend our health and safety Toolbox Talks



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

Where applicable, Waste Management sites also have a dedicated safety committee, which regularly reviews that branch's own safety performance. Where sites don't have a dedicated safety committee, the site utilises the site Toolbox Talk to ensure an ongoing focus on health and safety.

## Risk identification

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

- 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's the approach we take to every task, and our staff are trained to SLAM and make the right safety decisions for the circumstances.

## Promoting team health

The happiness, physical health and mental well-being of our team is a priority, and we have put in place several programmes to achieve this:

- All our team members have access to Waikato Occupational Health Consultancy (WOHC) and Southern Cross Wellness, which includes a free annual medical check-ups and access to a range of videos, articles and information on health and well-being
- Our Employment Assistance Programme offers free, confidential counselling
- We undertake mandatory drug and alcohol testing for all staff and provide rehabilitation, if required
- We provide access to a stop smoking programme

Further detail in Appendix iii: Our Health and Safety results

# Sustainability Advisory Board

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

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

Members in 2020:

## Lisa Martin (Chair)

Lisa Martin is the Managing Director of her own consultancy, specialising in business strategy, risk and sustainability, and the executive General Manager of Sustainability and Farming Systems at Pāmu Farms (Landcorp) with responsibility for providing leadership and advocacy for sustainability and best practice farming systems. Through this role, she is responsible for informing and driving change to advance Pāmu's strategies, tactics and performance to achieve sustainable business outcomes across Operations, Animal Health, Welfare and Nutrition, Agronomy, Environment, Data, Geospatial and Quality specialist areas.

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

## Tim Manukau

Tim is of Tainui Māori descent and is currently a Co-Director of the Environmental Research Institute at the University of Waikato. Tim is an iwi trustee on the Te Motu-a-Hiaroa Charitable Trust and the Te Motu-a-Hiaroa Management Trust on Puketutu Island where

Living Earth operates a composting operation.

Tim has the support of a number of iwi to be a member of the Sustainability Advisory Board. Tim was a long time Environmental Manager for the Waikato-Tainui iwi and an advisor on the Waikato River Treaty Settlement negotiations. Tim was a technical advisor to the Iwi Leaders Group and developed joint management agreements and ministerial accords with local and central government, which promoted sustainability as a core principle.

Tim has represented corporate, government, council, iwi and community interests in the area of resource management and has acted as an independent RMA Commissioner. Tim was a member of Hamilton City's Environmental Sustainability Strategy Leadership Forum and has been an advocate for indigenous sustainability practices and knowledge both in NZ and overseas.

## Dr Hugh Logan

Hugh comes with an extensive background in environmental and resource management. He was the CEO of the Ministry for the Environment and the Department of Conservation, and before that headed the New Zealand Antarctic Programme. His experience has been at a central and regional government level (he currently chairs Environment Canterbury's Regional Freshwater Committee). He is steeped in government policy, legislation and regulation development. Of direct relevance to Waste Management was his involvement with the development of the waste minimisation legislation (including the waste levy), nationwide contaminated sites, as well as climate change legislation (including the emissions trading scheme in 2008).



Outgoing Managing Director Tom Nickels with Dr Hugh Logan, Lisa Martin and Tim Manukau.

# Carbon Footprint

## Emissions against our baseline year 2017

In 2020 we surpassed our baseline year of 2017 reduction target of 7.5%, reducing our operational greenhouse gas emissions (by intensity using revenue) by 10.6%.

This was partly due to the impact of COVID-19 restrictions on the business, however our ongoing expansion of our EV truck programme also contributed to this reduction. We added seven new EV trucks to our fleet during 2020, despite COVID-19 impacts to the EV truck conversion workshop, bringing our total to 16 trucks.

## Emissions against 2019

We achieved a reduction in absolute operational emissions of 5.8% from 61,300 tCO<sub>2</sub>e in 2019 to 57,789 tCO<sub>2</sub>e in 2020. Scope 1 diesel use, which made up 69% of our operational carbon footprint in 2020, was reduced by 10% when compared to 2019 figures.

There were two main factors influencing this reduction. First, reduced operations due to COVID-19, for example air travel reducing by 76% and taxi use reducing by 71%. Second, our continuing drive to move towards electric vehicles, which has resulted in a reduction in petrol regular use by 54% from 332 tCO<sub>2</sub>e to 151 tCO<sub>2</sub>e, and a petrol premium use reduction of 48%.

## Emissions in 2020

Our carbon footprint reduction plan was finalised in 2019 and went into effect during 2020. We do not use carbon offsetting to meet our reduction targets.

Waste Management's largest emissions are Scope 1 which make up 89% of our carbon footprint. These predominantly come from our landfills and diesel use through our truck fleet. Direct emissions (Scope 1) occur from sources that are owned or controlled by the Company.

70% of Waste Management's total carbon footprint is from landfills, which reflects the amount of waste generated by the communities we serve, and these wastes are highly variable. As we do not directly control the amount of waste generated by communities, our carbon footprint reduction plan focuses on reducing our operational carbon footprint, which specifically excludes landfill emissions.

Notwithstanding this, Waste Management remains focused on limiting the emissions from our landfills, ensuring we capture maximum landfill gas to generate renewable electricity. This can be seen through our three years of ownership at Tirohia Landfill and Energy Park, where we have successfully improved landfill gas capture from 30% to 90% resulting in the unique emission factor dropping from 0.7248 tCO<sub>2</sub>e/t (tonnes of carbon dioxide equivalent) in 2018 to 0.119 tCO<sub>2</sub>e/t in 2020.

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.

Each of our five divisions now have emission reduction targets along with monthly carbon footprint reporting, and our Carbon Footprint Reduction Committee meets every quarter to manage and work on our reduction initiatives.

## Waste Management's Carbon Footprint 2017 to 2020

	2017	2018	2019	2020
Scope 1	160,227	121,771	196,023	172,797
Scope 2	928	939	744	826
Scope 3 Mandatory	26,188	26,497	25,308	21,513.12
<b>Total gross carbon footprint</b>	<b>187,344</b>	<b>149,207</b>	<b>222,075</b>	<b>195,136</b>

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

## Waste Management's Operational Carbon Footprint 2017 to 2020

	2017	2018	2019	2020
Scope 1	34,846	34,114	35,248	35,450
Scope 2	928	939	744	826
Scope 3	26,188	26,497	25,308	21,513
<b>Total gross operational carbon footprint</b>	<b>61,962</b>	<b>61,550</b>	<b>61,300</b>	<b>57,789</b>

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

## Waste Management's Intensity Carbon Footprint 2017 to 2020

	2017	2018	2019	2020
Revenue \$millions	482.4	504.8	519.7	503.5
<b>Total intensity operational carbon footprint</b>	<b>128.5</b>	<b>121.9</b>	<b>118.0</b>	<b>114.8</b>

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

<sup>1</sup>Carbon dioxide equivalent, or CO<sub>2</sub>e is a term for describing different greenhouse gases in a common unit. For any quantity and type of greenhouse gas, CO<sub>2</sub>e signifies the amount of CO<sub>2</sub> which would have the equivalent global warming impact.

# Ownership and history

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

While the Waste Management NZ Limited brand was created in 1985, the company's history can be traced back to Auckland in 1894.

The photograph at right was taken in the 1890s, when New Zealand's population was estimated to be around 715,000. It captures the beginnings of Bryant Cartage, a fledgling company that began trading out of Auckland in 1894.



Bryant's business evolved into a diverse range of enterprises, including trading as wood and coal merchants, bulk haulage contractors and general carriers. At the time New Zealand's total imports were valued at close to £7,000,000.

The men employed by Bryant Cartage used barges and sailing vessels for transportation on coastal waters and inland rivers, and horses and cart (as pictured) on land.

The business grew in size and success, and in 1935 was renamed AW Bryant Limited. It was from here that the company got involved in waste collection and disposal for the first time.

By the early 1970s the company had moved away from its other activities and turned its focus to the waste industry as its dominant activity.

After multiple acquisitions of smaller waste operations, Waste Management NZ Limited was formed in 1985. Years of accumulated knowledge and experience saw Waste Management quickly become New Zealand's leading resource recovery, recycling and waste management provider. Today we are part of the Beijing Capital Group, whose support has allowed substantial investment into sustainability, including:

- For Future Generations sustainability strategy
- A state-of-the-art tyre recycling facility
- A state of the art EV truck conversion programme in Auckland

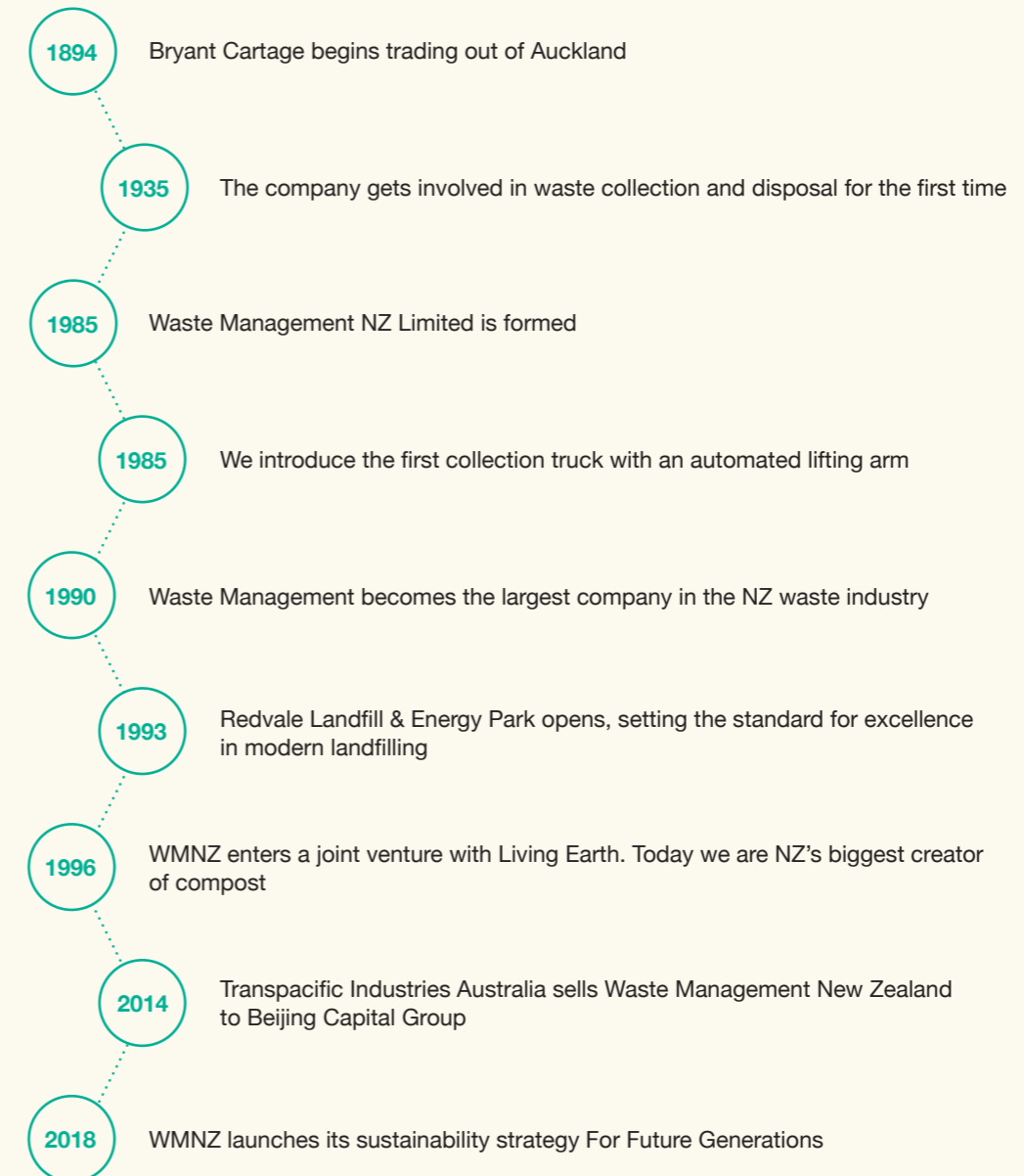
- Electrification of the Waste Management fleet
- Carbon footprinting down to site level
- Improvements to sustainable landfill technology
- New investments in construction, plastics, bag recycling and several research and development pilots including food waste.

Beijing Capital Group is a global leader in the solid waste, water and environmental protection industries, and Beijing Capital Group Co Limited is the ultimate holding company of Waste Management. We consider our partnership to be an excellent example of constructive and effective Chinese/ New Zealand business relations.

### Waste Management is also involved in the following joint ventures:

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

## Waste Management NZ Milestones



# Governance

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

## Waste Management New Zealand 2020 Executive Organisation Chart



**Tom Nickels**  
Managing Director



**Evan Maehl**  
Chief Financial Officer



**Michael McSaveney**  
GM Upper North Island



**David Howie**  
GM Lower North Island



**Gareth James**  
GM South Island



**Ian Kennedy**  
GM Operational & Technical



**Marsha Cadman**  
GM Customer & Sustainability



**David Perkins**  
GM Technical Services



**Guy Smith**  
National HSE Manager



**Craig Pledsted**  
Head of People & Corporate Services

## Team

Our team of 1,645 people is spread across our 70 sites throughout New Zealand, with 1,477 permanent employees, 48 temporary employees and 120 owner-drivers who make up 7% of our team, doing the same work as full-time company drivers but as subcontractors (they own and operate their own collection truck). Owner-drivers' diesel use is included in Waste Management's carbon footprint.

Further detail in Appendix iv: Our team in numbers.

## Stakeholder engagement

We have created a stakeholder engagement plan which identifies Waste Management's position on key issues and how we engage with stakeholders.

Our main stakeholder groups are customers, neighbours to our facilities, suppliers, memberships, partnerships, our staff, government departments, local authorities and the media.

## 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.
- Climate Leaders Coalition (CLC): We've been a member since 2018. CLC aims to help New Zealand transition to a low emissions economy and create a positive future for New Zealanders, business, and the economy by supporting the Paris Agreement aim to keep the world within two degrees of warming.
- Keep New Zealand Beautiful: A not-for-profit organisation working to keep communities clean, safe and beautiful through campaigns like 'Be a Tidy Kiwi' and 'Do the Right Thing'.
- New Zealand Green Building Council (NZGBC): Supporting sustainable building and construction practices.
- New Zealand Institute of Safety (NZISM): New Zealand's leading professional association for health and safety practitioners.
- Site Safe: Supporting our business health and safety needs.
- Sustainable Business Council (SBC): Working towards a balanced pursuit of economic growth, ecological integrity, and social progress.
- Sustainable Business Network (SBN): Working with other companies to transition New Zealand towards a low carbon economy.

- Toitū Envirocare: We are a Toitū Carbonreduce certified organisation, requiring annual independent verification of our carbon footprint and strategies to manage and reduce our carbon footprint, meeting ISO 14064 standard and the Greenhouse Gas Protocol.
- WasteMINZ: New Zealand's largest representative body for the waste, resource recovery and contaminated land sectors.

## Supply chain

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

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

Due to COVID-19 Waste Management faced a number of supply issues during 2020, and a number of strategies have been implemented to reduce supply issues impact on our business:

- PPE: Working with our PPE suppliers we utilised a variety of brands not previously used. We now also have a three-week supply of face masks and gloves at all sites. We also have a good holding of N95 facemasks which are standard product for a number of our operations. We have been impacted by the sharp increases to prices during this time. We are holding more stock than previously.
- FlexiBin®: Due to interruptions to global shipping, some lines of FlexiBin stock reached critical levels in late 2020 and early 2021. Although Waste Management has increased the size of orders to ensure more stock on hand, potential future interruptions to shipping present an ongoing risk.
- Steel Bins: Due to stock issues the price of coiled steel has steadily increased, price increases range from 14-25%+, this is affecting both our new and refurbished bins. Plastic bins have not been affected other than domestic freight.
- General stock: A number of our stock holdings have increased due to the heightened risk of supply issues being managed at branch level. Our Gas Generation team has increased stock holdings of parts and service kits, as well as working with suppliers to hold more stock in the country.
- Vehicles: Increased lead time on certain lines, particularly utes, these have a 6-9 month lead time at present. We have extended the leases on a number of vehicles to hold us over until new stock arrives.

# Appendix i: GRI General Disclosures Index:

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

Disclosure	Name	Description and/or page number
<b>General Disclosures</b>		
102-1	Name of organisation	Waste Management NZ Limited Pg. 20
102-2	Activities, brands, products and services	About Waste Management – Operations Pg. 18
102-3	Location of headquarters	318 East Tamaki Rd, East Tamaki, Auckland, NZ (Pg. 20)
102-4	Location of operations	About Waste Management – Operations Pg. 18
102-5	Ownership and legal form	About Waste Management – Ownership Pg. 20
102-6	Markets served	About Waste Management – Operations Pg. 18
102-7	Scale of the organisation	About Waste Management – Ownership Pg. 20
102-8	Information on employees and other workers	Appendix iv Team in numbers Pg. 24
102-9	Supply chain	About Waste Management – Supply Chain Pg. 21
102-10	Significant changes to the organisation and its supply chain	i. About Waste Management – Operations Pg. 18 ii. No changes to report in 2020 iii. No changes to report in 2020
102-11	Precautionary principle or approach	The precautionary principle is not formally used by Waste Management, but the assessment of risk incorporates assessing the significance and likelihood of environmental risks.
102-12	External initiatives	About Waste Management – Memberships Pg. 21
102-13	Membership of associations	About Waste Management – Memberships Pg. 21
102-14	Statement from senior decision maker	From our Managing Director Pg. 2
102-16	Values, principles, standards, and norms of behaviour	About Waste Management – Values Pg. 18
102-18	Governance structure	About Waste Management – Governance Pg. 21
102-40	List of stakeholder groups	About Waste Management – Stakeholder engagement Pg. 21
102-41	Collective bargaining agreements	Appendix iv Team in numbers Pg. 24
102-42	Identifying and selecting stakeholders	About Waste Management – Stakeholder Engagement Pg. 21
102-43	Approach to stakeholder engagement	About Waste Management – Stakeholder Engagement Pg. 21
102-44	Key topics and concerns raised	About Waste Management – Stakeholder Engagement Pg. 7
102-45	Entities included in the consolidated financial statements	About Waste Management – Ownership Pg. 20
102-46	Defining report content and topic boundaries	Our Report Pg. 3
102-47	List of material topics	Our Material Issues Pg. 3
102-48	Restatements of information	Our Report Pg. 3

Disclosure	Name	Description and/or page number
102-49	Changes in reporting	Our Report Pg. 3
102-50	Reporting period	Our Report Pg. 3
102-51	Date of most recent report	Our Report Pg. 3
102-52	Reporting cycle	Our Report Pg. 3
102-53	Contact point for questions regarding the report	Back page
102-54	Claims of reporting in accordance with the GRI Standards	Our Report Pg. 3
102-55	GRI content index	Appendix i GRI General Disclosures Index Pg. 22
102-56	External assurance	GRI General Disclosures Index Pg. 3
<b>Environmental Topic Disclosures</b>		
305-1	Direct (Scope 1) GHG emissions	About Waste Management – Emissions in 2020 Pg. 19
305-2	Energy indirect (Scope 2) GHG emissions	About Waste Management – Emissions in 2020 Pg. 19
305-3	Other indirect (Scope 3) GHG emissions	About Waste Management – Emissions in 2020 Pg. 19
305-5	Reduction of GHG emissions	About Waste Management – Emissions in 2020 Pg. 19
307-1	Non-compliance with environmental laws and regulations	No significant fines or non-monetary sanctions for non-compliance.
<b>Social Topic Disclosures</b>		
403-1	Occupational health and safety management system	About Waste Management – Health and Safety Pg. 18
403-2	Hazard identification, risk assessment, and incident investigation	About Waste Management – Health and Safety Pg. 18
403-5	Worker training on occupational health and safety	About Waste Management – Health and Safety Pg. 18
403-8	Workers covered by occupational health and safety management system	Appendix iii Health and Safety results Pg. 24
403-9	Work-related injuries	Appendix iii Health and Safety results Pg. 24
403-10	Work-related ill health	Appendix iii Health and Safety results Pg. 24

## Appendix ii: Material issues defined

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

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

## Appendix iii: Health & safety results

Due to low frequency levels of work-related ill health events, we combine statistics for work-related injuries and illnesses together. Waste Management 2020 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)	1 (Lost Time Injuries - LTI)	LTIFR = 0.3
Recordable work-related injuries or ill health	334 (First Aid Treatments (FAT) = 342, Medical Treatment Injuries (MTI) = 7)	MTIFR = 1.2 TRIFR = 1.5
Most common type of work-related injury or ill health	180 soft tissue injury (sprains/sprains)	-
Total number of employee hours	3,398,404 hours	-

**MTIFR** – Medical Treatment Injury Frequency Rate  
Formula is: number of MTIs within the rolling period x 1 million / the rolling period hours worked

**LTIFR** – Lost Time Injury Frequency Rate  
Formula is: number of LTIs within the rolling period x 1 million / the rolling period hours worked

**TRIFR** – Total Recordable Injury Frequency Rate. TRIFR is the sum of LTI + MTI  
Formula is: number of combined LTIs and MTIs for the rolling period x 1 million / the rolling period hours worked

## Waste Management 2020 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)	1 (Lost Time Injuries = LTI) 4 (Medical Treatment Injuries = MTI)
Recordable work-related injuries or ill health	46 (First Aid Treatments = FAT)
Most common type of work-related injury or ill health	Sprains/Strains
Total number of employee hours	N/A – we do not record contractor hours

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

## Appendix iv: Team in numbers

**Table 1: Total number of team members by employment type**

Employment Type	Total
Permanent Contract	1477
Temporary Contract	48
Owner Driver	120
<b>Total</b>	<b>1645</b>

**Table 2: Total number of employees by employment contract (permanent and temporary), by gender**

Employment contract	Male	Female	Total
Permanent	1090	387	1477
Temporary	29	19	48
<b>Total</b>	<b>1119</b>	<b>406</b>	<b>1525</b>

**Table 3: Total number of employees by employment type (full-time and part-time), by gender:**

Employment contract	Male	Female	Total
Full-time	1063	359	1422
Part-time	26	29	55
<b>Total</b>	<b>1089</b>	<b>388</b>	<b>1477</b>

7.4% of WM's total employees are covered by collective bargaining agreements.

Note, this data was compiled from our payroll system.



Any queries or feedback on this report contact  
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