



WMPorohita

2023 Quarter 4 Results



Initiative 1: WE CARE FOR OUR ENVIRONMENT AND COMMUNITY

Ka manāki tatou i to tatou Taiao me te hāpori

INITIATIVE 1: WE CARE FOR OUR ENVIRONMENT AND COMMUNITY KA MANĀKI TATOOU I TO TATOOU TAI AO ME TE HĀPORI



Material Issues:

Care for the land and environment

Communication and community engagement

Education & awareness

Mana whenua partnerships

Headline Key Result Areas

Compliant, no major and significant environmental incidents	
Remediation of legacy landfills	
Iwi engagement – MOU with Ngati Manuhiri	
Politician and government agency engagement	



INITIATIVE 1: WE CARE FOR OUR ENVIRONMENT AND COMMUNITY KA MANĀKI TATOUI TO TATOUI TAIAO ME TE HĀPORI



Objective 1.1 We care for and regenerate te taiao the environment

Action	Target	Progress in 2023
We are compliant to our environmental consent conditions	Maintain consent compliance and ensure no major and significant environmental incidents	Target met -There have been no major and significant environmental impacts at any of our divisional sites year to date.
Regeneration of native trees, wildlife and soil health with Living Earth compost and divisional planting	Creation of division planting plan incorporating stakeholder engagement and biodiversity outcomes	<ul style="list-style-type: none">• Target partially met• Initial planning is underway for planting at Redvale and an ecological baseline study at Whitford.• Annual planting programme at Kate Valley completed, over 1000 kahikatea trees planted in Tiromoana Bush.

INITIATIVE 1: WE CARE FOR OUR ENVIRONMENT AND COMMUNITY KA MANĀKI TATOI I TO TATOI TAIAO ME TE HĀPORI



Objective 1.2 We provide solutions for safe disposal to land

Action	Target	Progress in 2023
Help territorial authorities remediate old dumps	Support a local authority to remediate an old dump	Target met - Construction on an engineered cell for the final disposal of material is underway to remediate legacy landfills for the Waitaki District Council.
Consent disposal facilities which protect our environment	Consent Auckland Regional Landfill	Target partially met - Environment Court has released an interim decision where further work is required to meet the application. WM is working with stakeholders to meet consent requirements.
Consent disposal facilities which protect our environment	Consent Tirohia Phase C	Target not met - Pending Environment Court decision. Development of management plans and preliminary design.

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Objective 1.3 Successful commercial partnerships with iwi

Action	Target	Progress in 2023
Extend whanaungatanga with iwi	Extend whanaungatanga with iwi at our landfill and head office sites	Target met - Tumu Tikanga is continuing to evolve relationships with iwi: Auckland, Waikato, Orakei, Hauraki, Rotorua, Taranaki, Gisborne, Wellington.
Develop commercial partnerships with iwi	Explore commercial partnerships with iwi	Target met - MOU signed with Ngati Manuhiri. Iwi engagement pillars have been established. Commercial service provision for Te Runanga o Toa Rangatira

INITIATIVE 1: WE CARE FOR OUR ENVIRONMENT AND COMMUNITY KA MANĀKI TATOOU I TO TATOOU TAIAO ME TE HĀPORI



Objective 1.4 Advocate for, engage with and educate our community

Action	Target	Progress in 2023
Communication educates, is accurate, transparent and prevents greenwashing	Communications plan published annually and executed	Target Met - Annual communications plan published at the start of 2023. Executed.

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Objective 1.4 Advocate for, engage with and educate our community

Action	Target	Progress in 2023
<p>Advocate New Zealand's transition to a carbon neutral circular economy</p>	<p>Provide pragmatic feedback to government on policies and work with media to promote New Zealand's transition to a carbon neutral circular economy</p>	<ul style="list-style-type: none"> • Target met - Waste and recycling discussion paper provided to political parties prior to the election. • Briefing to the incoming Minister for the Environment provided, as well as to key environment party spokespeople. • Media engagements: 16 written media responses, 3 press releases, 3 television interviews, 3 podcast interviews, and WM featured in a series of articles on BusinessDesk (a total of 10 articles). Evan Maehl was interviewed on the circular economy and our carbon neutral ambitions for the annual NZ Herald sustainability supplement. • Visits to Redvale Landfill and Energy Park: Climate Change Commission, Infrastructure New Zealand, Auckland Council.

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Objective 1.4 Advocate for, engage with and educate our community

Action	Target	Progress in 2023
Advocate New Zealand's transition to a carbon neutral circular economy	Provide leadership to industry and advocacy bodies to support New Zealand's transition to a carbon neutral circular economy	<ul style="list-style-type: none">• Target met - Representation in the Waste & Recycling Industry Forum's various submissions on current waste sector issues and representation on WasteMINZ subcommittees.• Relationships with councils: Hutt City Council already at 50% collections with EVs, 100% by the end of 2025; Silverstream pilot programme for yellow gear EV conversion continues, Hutt City council has been successful in funding application to EECA for charging stations at Silverstream.• Selwyn District Council decarbonisation scoping project underway.



Initiative 2: EXPAND CIRCULAR SERVICES

He ratonga kia porowhita he hauwhā o a tātau u manga

INITIATIVE 2: EXPAND CIRCULAR SERVICES HE RATONGA KIA POROWHITA HE HAUWHĀ O A TĀTAU U MANGA



Material Issues:

Circular economy

Funding opportunities

Collaborative partnerships & innovation

Measurement & reporting

Diversifying the service offering

Recycling & resource recovery

Ethical value chain

Circular economy

Funding opportunities

Headline Key Result Areas

Circular economy partnerships established	
Co-funding applications in progress	
Chain of custody analysis	



INITIATIVE 2: EXPAND CIRCULAR SERVICES HE RATONGA KIA POROWHITA HE HAUWHĀ O A TĀTAU U MANGA



Objective 2.1 Partner and Innovate to create circular solutions at scale

Action	Target	Progress in 2023
Identify and secure partnerships for circular economy and recycling opportunities	Initial list and quantify opportunity from potential recoverable materials created	<ul style="list-style-type: none"> • Target met - Battery recovery project is underway – evaluation report completed and commercial modelling and viability is being assessed. • PVC, HDPE plastics recovery and processing. • Aluminium collection and processing.
	Identify potential partnerships for circular economy and recycling opportunities, solving waste location and volume challenges	<ul style="list-style-type: none"> • Target met - PRNZ JV with Aliaxis in place. • Recovery of untreated timber from transfer stations for processing at Living Earth (Auckland and Waikato) going well. • All Heart launch of new circular services to deconstruct renovations and reuse • Tyre recycling processing and logistics agreement with Treadlite.

INITIATIVE 2: EXPAND CIRCULAR SERVICES HE RATONGA KIA POROWHITA HE HAUWHĀ O A TĀTAU U MANGA



Objective 2.2 A preferred government partner for co-investment

Action	Target	Progress in 2023
Co fund applications to bring circular solutions to New Zealand at scale	Three initiative grants filed	Target met - Three initiative grants filed in 2023. Planning for construction of two new B&C Resource Recovery facilities in Auckland is underway.

INITIATIVE 2: EXPAND CIRCULAR SERVICES HE RATONGA KIA POROWHITA HE HAUWHĀ O A TĀTAU U MANGA



Objective 2.3 Support our customers and suppliers to embrace circular solutions

Action	Target	Progress in 2023
Standardised behaviour change approach to help customers adopt new circular services	Publish initial release of behaviour change support for municipal customers	Target met – Reusable Marketing and communications templates and run sheets provided for rollout of Eastern Waikato contract and provided to MfE as content for their behaviour change toolkit.

INITIATIVE 2: EXPAND CIRCULAR SERVICES HE RATONGA KIA POROWHITA HE HAUWHĀ O A TĀTAU U MANGA



Objective 2.4 Our own operations become more circular

Action	Target	Progress in 2023
Provide insight on material flows in the circular economy	Deep dive analysis on providing chain of custody data for three material streams	Target met - OCC, HDPE and mixed paper analysis completed.
Our operations eliminate waste and circulate products and materials at the highest value	Three initiatives implemented	<ul style="list-style-type: none">• Target met - Changed FlexiBin sleeve to cardboard.• Wheelie bin repair tool – wheel removing tool.• Untreated wood separation at transfer stations and processing into high value landscaping material.



Initiative 3: CARBON NEUTRAL

He tūpapa warohea

INITIATIVE 3: CARBON NEUTRAL HE TŪPAPA WAROHEA



Material Issues:

Carbon and energy use – decarbonisation

Climate-related business risk & continuity planning

Headline Key Result Areas

Reduction in intensity emissions	Green
Climate change environmental & transitional risks	Yellow
Customer & supplier solutions	Green



INITIATIVE 3: CARBON NEUTRAL HE TŪPAPA WAROHEA



Objective 3.1 Our operations are carbon neutral by 2050

Action	Target	Progress in 2023
Implement activities from our independently verified carbon footprint reduction plan to reduce Waste Management's carbon footprint in science aligned targets	Annual reduction in intensity GHG emissions of 12.6% including Scope 1, 2, 3 mandatory against a baseline year of 2020	Target met - Operational intensity emission reduced by 36.9% against 2020 baseline (115.9 tCO2e/ \$M).

Dec-23						
YTD Operational Emissions (tCO2e)	YOY Operational Emissions Variance (%)	2023 Operational Intensity Emissions Budget (tCO2e/\$M)	YTD Operational Intensity Emissions Actual (tCO2e/\$M)	YTD Actual to Budget Intensity Emissions Variance (%)	YOY Actual Operational Intensity Emissions Variance (%)	Baseline to YTD Intensity Emissions Variance (%)
46,982.5	-2.5%	101.3	73.1	-27.8%	-9.1%	-36.9%

INITIATIVE 3: CARBON NEUTRAL HE TŪPAPA WAROHEA



Objective 3.2 Climate risks are identified, published and managed

Action	Target	Progress in 2023
Identification and assessment of physical & transitional climate change risks	Physical risks due to climate change are quantified	Target met - All physical risks have been incorporated into the Climate Risk Register and Environmental Management Plans. The risk register is being evaluated on scores, the EMP has controls in place for all sites.
	Scope a TCFD assessment	Target partially met – clarified no current requirement to complete a TCFD assessment.

INITIATIVE 3: CARBON NEUTRAL HE TŪPAPA WAROHEA



Objective 3.3 Lead the way for customers and suppliers to succeed in their carbon reduction journey

Action	Target	Progress in 2023
Our landfills have the lowest carbon footprint in the country for the volume of waste accepted	We deliver better than 90% gas capture rate at our owned Class 1 landfills	Target met - Waiting MfE's final acceptance of 2023 gas capture and destruction data. All data submitted achieves higher than 90%.
Provide service offerings which assist with customers' carbon reduction	Implement 10 solutions which have allowed a customer to reduce their carbon footprint	Target met - Our Sustainability Services team helped: <ul style="list-style-type: none">• 53 commercial customers calculate their carbon footprint from waste.• 38 commercial customers understand the composition of their waste through waste audits so they can choose better recovery options.• 22 commercial customers find solutions for materials (that would otherwise be discarded) through our partnership with All Heart NZ.• Auckland Council food waste collections have been delivered on with EV trucks

INITIATIVE 3: CARBON NEUTRAL HE TŪPAPA WAROHEA



Objective 3.3 Lead the way for customers and suppliers to succeed in their carbon reduction journey

Action	Target	Progress in 2023
Identify relevant suppliers to be carbon neutral by 2050 and work with suppliers to identify opportunities for them to be carbon neutral by 2050	Review our top suppliers' carbon neutral commitments	Target met - ethical supply questionnaire was rolled out to our top 50 suppliers. We mapped our top supplier carbon commitments.

INITIATIVE 3: CARBON NEUTRAL HE TŪPAPA WAROHEA



Objective 3.4 Work with our team to reduce their own carbon footprint

Action	Target	Progress in 2023
Work with our team to help them reduce their personal carbon footprint and make sustainable choices	10% of Waste Management team takes part in our sustainability challenge	Target partially met. 56 staff completed their personal carbon footprint – 3%. Focus expanded to reinforcing our wider sustainability strategy with 69 people making videos of our WM Porohita pillars and what it means to them. 123 in total which was 7% of the company's staff at the time.



Initiative 4: A GREAT PLACE TO WORK

He wāhi tino pai ki te mahi

INITIATIVE 4: A GREAT PLACE TO WORK HE WĀHI TINO PAI KI TE MAHI



Material Issues:

Culture & Values

Employee attraction, development, retention & the future of work

Diversity & Inclusion

Health, safety and well-being

Governance, ESG transparency & reporting

Headline Key Result Areas

TRIFR	Green
Engagement	Green
Employee Turnover / Driver Turnover	Red



INITIATIVE 4: A GREAT PLACE TO WORK HE WĀHI TINO PAI KI TE MAHI



Objective 4.1 We keep our team safe and well

Action	Target	Progress in 2023
Reduce the number of incidents across each of Waste Management's 13 critical safety risks	No injuries resulting in lifestyle changes	Target met - No injuries resulting in lifestyle changes.
Deliver health check-up programme to the Waste Management team	40% engagement in Waste Management's annual health and well-being check-up programme	Target partially met - 560 people had an annual WM medical in 2023, which is up from 455 people in 2022, a 23% increase or total of 31%.

INITIATIVE 4: A GREAT PLACE TO WORK HE WĀHI TINO PAI KI TE MAHI



Objective 4.2 Our employees are proud to work for Waste Management

Action	Target	Progress in 2023
Employee engagement trends to 80%	Employee engagement is 70%	Target met - Engagement Survey complete Participation was 78% across the business with a 70% engagement score.
Our business and leaders are targeted and incentivised on a balanced scorecard of ESG and financial outcomes	Publish a new performance framework which balances performance, values and ESG outcomes	Target met - Completed and implemented in new PEP framework which balances performance, values and ESG outcomes.
Our company policies align with the UN global compact principles	Publish a Human Rights policy to improve alignment with the UN Global Compact Principles	Target met - Human Rights policy published.

INITIATIVE 4: A GREAT PLACE TO WORK HE WĀHI TINO PAI KI TE MAHI



Objective 4.3 Celebrate our team's culture and diversity

Action	Target	Progress in 2023
Execute the diversity and inclusion programme of work	Diversity and inclusion programme delivered on e.g., including diversity representation targets and pay gaps, etc	<ul style="list-style-type: none">• Target met - Continue to work across the diversity programme strategy and our four pillars. Gender pay gap has been assessed and will be assessed twice a year, pre-ASR and post-ASR.• A pay equity committee has been established and will be led by payroll manager.

INITIATIVE 4: A GREAT PLACE TO WORK HE WĀHI TINO PAI KI TE MAHI



Objective 4.4 We are kaitiaki, guardians of rewarding career paths which attract key talent

Action	Target	Progress in 2023
Attract new team members through structured talent programmes	Introduce 4 Māori scholarships	Target met - Established the scholarship agreement with Auckland University and the programme will run in 2024.
	Prepare a graduate programme for 2024	Target met - 13 graduates are set to join the business in February 2024.
Deliver sustainability training to our staff to reinforce our company purpose	Introduce sustainability training as part of our induction process	Target met – 156 people trained and new content for 2024 drafted by Sustainable Business Network.



Initiative 5: A TRUSTED KIWI SUSTAINABLE BUSINESS

He kiwi whai-painga he u manga pumau

INITIATIVE 5: A TRUSTED KIWI SUSTAINABLE BUSINESS HE KIWI WHAI-PAINGA HE U MANGA PUMAU



Material Issues:

Brand promotion and awareness

Customer experience

Ethical Value Chain

Sector leadership & policy engagement

Industry engagement and collaboration

Legal compliance

Diversifying the Service Offering

Sustainable business performance

Governance, ESG transparency & reporting

Headline Key Result Areas

Maintain our social license to operate	Green
Brand Sentiment	Grey
NPS and DIFOT	Green



INITIATIVE 5: A TRUSTED KIWI SUSTAINABLE BUSINESS

HE KIWI WHAI-PAINGA HE U MANGA PUMAU



Objective 5.1 Invest in infrastructure, fleet and businesses that progress our purpose and values

Action	Target	Progress in 2023
Invest in infrastructure to improve recovery and reduce environmental footprint	Progress upgrades of our infrastructure to improve recovery, effectiveness and reduce environmental footprint	<ul style="list-style-type: none">• Target met - New leachate evaporator (BeneVap) at Kate Valley installed and operational.• Design and procurement of new generator for Redvale.
Invest in fleet to improve recovery and reduce environmental footprint	Progress upgrade of our fleet to improve recovery, effectiveness and reduce environmental footprint	Target met – 98 new fleet and trailers introduced with lower with lower environmental impacts. Delivered fleet improvements that reduce required vehicle numbers. For example, the dual containment food scraps and three glass recycling LEVs rolled out for the Eastern Waikato municipal contracts.

INITIATIVE 5: A TRUSTED KIWI SUSTAINABLE BUSINESS HE KIWI WHAI-PAINGA HE U MANGA PUMAU



Objective 5.1 Invest in infrastructure, fleet and businesses that progress our purpose and values

Action	Target	Progress in 2023
Investigate and execute opportunities to accelerate business progress via partnerships and acquisitions	Identify and progress opportunities	<ul style="list-style-type: none">• Target met - Developed sales, collections and interim processing options for PVC/ HDPE piping with Marley NZ and associated retailers.• In partnership with Aliaxis Group have purchased Comspec based in Christchurch to further our capability in plastic recycling.• Planning has commenced for the use of renewable landfill gas between Transwaste and energy service providers, including an investigation into the use of hydrogen.• Entered into a process to collect and process untreated wood in central Otago to be used as biofuel.

INITIATIVE 5: A TRUSTED KIWI SUSTAINABLE BUSINESS HE KIWI WHAI-PAINGA HE U MANGA PUMAU



Objective 5.2 Our service is the most reliable in the industry

Action	Target	Progress in 2023
Provide excellent delivery of services to customers	Collections DIFOT - 98%	Target met WM DIFOT above 98.1% at Q4.
	Net Promoter Score = 11	Target met NPS score at end of 2023 is 28.

INITIATIVE 5: A TRUSTED KIWI SUSTAINABLE BUSINESS HE KIWI WHAI-PAINGA HE U MANGA PUMAU



Objective 5.3 Deliver solutions and technologies which improve our customer experience

Action	Target	Progress in 2023
Review our brand to align to our purpose	Brand review completed and enhancement programme designed	Target met Rebrand ready to be rolled out in Feb/ March 2024.
Provide solutions which improve our customer experience	Successfully implement new customer solutions for Auckland food waste and Eastern Waikato	Target met Successfully implemented.

INITIATIVE 5: A TRUSTED KIWI SUSTAINABLE BUSINESS HE KIWI WHAI-PAINGA HE U MANGA PUMAU



Objective 5.4 Our value chains are effective, efficient and ethical

Action	Target	Progress in 2023
Ethical supply framework established	Our supplier procurement is audited for ethical supply	Target not met - Ethical supplier framework and supplier questionnaire has been created. Work is now underway to simplify the framework, review and test before rollout.