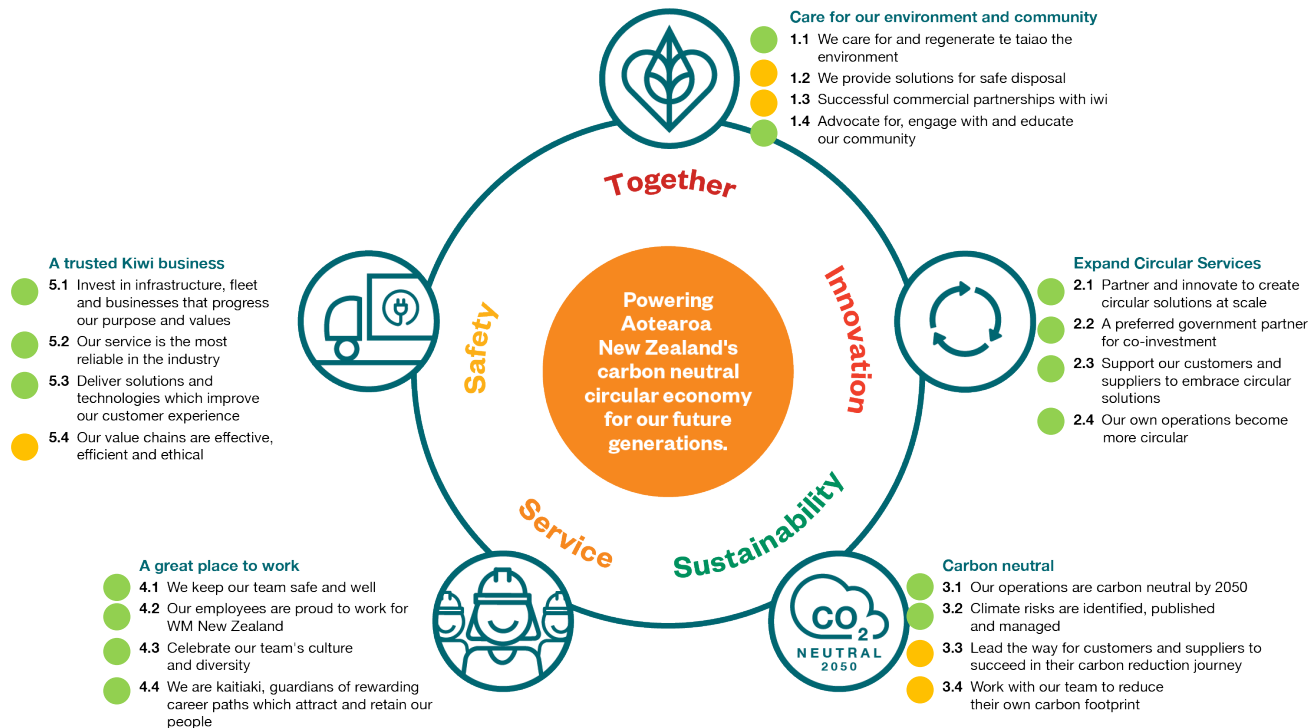




2024 Q4 WM Porohita updates

WM Porohita

To be circular



Our Promise: Let's take care of it, Mā tātou katoa e tiaki
Our Purpose: Your partner in safe collections, recovery and disposal



Initiative 1: WE CARE FOR OUR ENVIRONMENT AND COMMUNITY

Ka manāki tatou i to tatou Taiao me te hāpori



Material Issues:

Care for the land and environment

Communication and community
engagement

Education & awareness

Mana whenua partnerships

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



Objective	Action	Owner	2024	2024 Outcome
1.1 We care for and regenerate te taiao the environment	We are compliant to our environmental consent conditions	Exec GMs UNI, LNI, SI, TS & CS	Ensure consent compliance and no major or significant environmental incidences	Achieved: No new major and significant events to report
	Regeneration of native trees, wildlife and soil health with Living Earth compost and divisional planting	Exec GM CS	Create over 40,000 tonnes of Living Earth compost	Achieved: 92,000 tonnes of Living Earth compost created. We are showcasing the use of Living Earth media in our support of the Motutapu Restoration Trust, which has planted over half a million native trees across the island using Living Earth
1.2 We provide solutions for safe disposal to land	Help territorial authorities remediate old dumps	Executive GMs UNI, LNI, SI	Deliver a dump remediation project for a territorial local authority	Achieved: Waitaki District dump remediation project is complete. Opportunities for new projects are being explored
	Consent disposal facilities which protect our environment	Chief Engineering & Development Officer	ARL conditions finalised and consented	Not achieved: High Court made favourable decision for WM and rejected all appeals. The team continue to work on the conditions

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



Objective	Action	Owner	2024	2024 Outcome
1.3 Successful commercial partnerships with iwi	Extend whanaungatanga with iwi	Chief People Officer	Each division runs an initiative that builds whanaungatanga in their region	Partially achieved: Iwi Commercial Manager Te Tuanui Paki recruited in December. He has done significant work to strengthen relationships with iwi
	Develop commercial partnerships with iwi	Chief People Officer	Establish one commercial partnership with iwi	Achieved: 5 Māori scholarships were awarded in 2024, with another 4 to be awarded in 2025
1.4 Advocate for, engage with and educate our community	Communication educates, is accurate, transparent and prevents greenwashing	Chief Growth & Sustainability Officer	Create two content items that educate around waste minimisation, resource recovery and carbon reduction	Achieved: <ul style="list-style-type: none"> • Refreshed recycling and recovery videos on social media / website and available for customers • Board endorsed our media policy which covers greenwashing and ensuring claims are accurate • Refreshed stakeholder engagement plan and key messages reviewed by Board sub-committee • Educational videos created for customers including Living Earth story and the problem of plastic contamination • 2023 Sustainability Report launched with social media bite-sized facts rolled out

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



Objective	Action	Owner	2024	2024 Outcome
1.4 Advocate for, engage with and educate our community	Advocate New Zealand's transition to a carbon neutral circular economy Advocate New Zealand's transition to a carbon neutral circular economy	Chief Growth & Sustainability Officer	<ul style="list-style-type: none"> Educate our new government ministers and officers about the industry's challenges and opportunities Five media interactions promoting the work WM New Zealand does 	Achieved: <ul style="list-style-type: none"> Incoming government briefed at start of 2024 Submitted on Emissions Reduction Plan 2, Climate Change Commission's revision to Budget 4, Fast Track Approvals Bill Key executive members have attended events with politicians Hosted Minister for the Environment Penny Simmonds at our South Island plastics recycling plant 12 media interactions
	Advocate New Zealand's transition to a carbon neutral circular economy Advocate New Zealand's transition to a carbon neutral circular economy	Executive GMs of UNI, LNI, SI, TS & CS, Chief Growth & Sustainability Officer	10 leaders actively participate in industry and advocacy activity	Achieved: <ul style="list-style-type: none"> Tyre Stewardship Scheme Advisory Group (two members) WasteMINZ Behaviour Change Committee WasteMINZ Product Stewardship Committee Repair Network of Aotearoa Waste Advisory Board CEO Health & Safety Forum Waste and Industry Recycling Forum Nelson Environment Centre Green Building Council: Best practice

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



Objective	Action	Owner	2024	2024 Outcome
	Community engagement	Executive GMs of UNI, LNI, SI, TS & CS, Chief Growth & Sustainability Officer	We support 10 community initiatives regionally	Achieved: <ul style="list-style-type: none"> •Kate Valley Community Trust work ongoing (\$70k per annum donated) •Redvale Community Trust work (\$100k per year) •Whitford Community Trust (\$150k per year) •Midwest Bonny Glen Community Trust (\$36k) •Sponsored Repair Week for the Repair Network •Partnered with community recycling groups at Rosedale and Selwood refuse transfer stations •Partnership with Nelson Environment Centre for recovery of B&C waste and other community recovery initiatives •Promotion of volunteer half day to wider team •Support of Ronald McDonald House •Clean Up Week Sponsorship •Support of the Motutapu Restoration Trust



Initiative 2: EXPAND CIRCULAR SERVICES

He ratonga kia porowhita he hauwhā o a tātau u manga



Material Issues:

Circular economy

Collaborative partnerships & innovation

Diversifying the service offering

Ethical value chain

Funding opportunities

Measurement & reporting

Recycling & resource recovery

INITIATIVE 2: EXPAND CIRCULAR SERVICES

HE RATONGA KIA POROWHITA HE HAUWHĀ O A TĀTAU U MANGA



Objective	Action	Owner	2024	2024 Outcome
2.1 Partner and innovate to create circular solutions at scale	Identify and secure partnerships for circular economy and recycling opportunities	Executive GM Circular Services Division	Deliver on 3 projects that make a difference in the circular economy	Achieved: <ul style="list-style-type: none"> Transfer station upgrades at Selwood & Rosedale in Auckland to include building and construction recovery Building and construction recovery at Parkhouse, Christchurch Marlborough, Taranaki and Auckland recycling municipal contracts live
	Identify potential partnerships for circular economy and recycling opportunities, solving waste location and volume challenges	Executive GM Circular Services Division	Deliver on 3 projects that make a difference in the circular economy	Achieved: <ul style="list-style-type: none"> Signed agreement with NALG and Hitachi Zosen Inova to develop organics processing solutions Partnered with Repair Network Aotearoa for Recycling Week PRNZ (Plastics Recycling New Zealand - joint venture with Aliaxis NZ) Auckland facility operational to process HDPE and PVC plastic

INITIATIVE 2: EXPAND CIRCULAR SERVICES

HE RATONGA KIA POROWHITA HE HAUWHĀ O A TĀTAU U MANGA



Objective	Action	Owner	2024	2024 Outcome
2.2 A preferred government partner for co-investment	Co fund applications to bring circular solutions to New Zealand at scale	Executive GM Circular Services Division	Deliver three approved co-funded projects	Achieved: <ul style="list-style-type: none"> • PRNZ Auckland plastics recycling facility • Auckland refuse transfer stations B&C separation • PRNZ Christchurch HDPE and PVC consolidation funding
2.3 Support our customers and suppliers to embrace circular solutions	Standardised behaviour change approach to help customers adopt new circular services	Chief Growth & Sustainability Officer	Update behaviour change support assets for commercial customers and transfer stations	Achieved: <ul style="list-style-type: none"> • How-to recycling videos created and available free online • Published Sustainability Report • Developed and launched a change management toolkit to pilot WasteMINZ's impact assessment methodology guide
2.4 Our own operations become more circular	Provide insight on material flows in the circular economy	Executive GM Circular Services Division	Publish our recycling statistics for onshore & offshore processing	Achieved: <p>Recycling destination flyer updated and published in Sustainability Report</p>

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



Objective	Action	Owner	2024	2024 Outcome
2.4 Our own operations become more circular	Our operations eliminate waste and circulate products and materials at the highest value	Managing Director	Three initiatives implemented	Achieved: <ul style="list-style-type: none">• Research into treated timber utilisation ongoing• Sponsored Repair Week and held events at 5 sites to encourage repurposing/ repair• Research underway into carbon outcomes of Flexibin versus skip/ different outcomes for organic waste• Route reviews: 15 trucks removed due to route optimisation• South Island bin stock reviewed for better utilisation• Untreated timber separation and processing at Living Earth, Auckland



Initiative 3: CARBON NEUTRAL BY 2050

He tūpapa warohea

Material Issues:

Carbon and energy use –
decarbonisation

Climate-related business risk & continuity
planning

INITIATIVE 3: CARBON NEUTRAL HE TŪPAPA WAROEHA



Objective	Action	Owner	2024	2024 Outcome
3.1 Our operations are carbon neutral by 2050	Implement activities from our independently verified carbon footprint reduction plan to reduce WM's carbon footprint in science aligned targets	Managing Director	<ul style="list-style-type: none"> Annual reductions in intensity GHG emissions of 16.8% reduction against scope 1, 2 and 3 transportation* against a 2020 baseline Increase our heavy vehicle electric fleet by 20% 	Achieved: Intensity emissions of 68.4 tCO ₂ e/\$M, which is a 41% reduction against baseline. This is made up by a 2.8% increase in gross emissions and a 9% increase in revenue.
				Not Achieved: We have increased our EV truck fleet from 51 in 2023 to 55 by the end of 2024. However, we now have a partnership with Volvo trucks to purchase electric trucks directly as an Original Equipment Manufacturer (OEM).
3.2 Climate risks are identified, published and managed	Identification and assessment of physical & transitional climate change risks	Chief Risk Officer	<ul style="list-style-type: none"> Physical climate change risks are published 	Achieved: Physical climate risks were published in the 2023 Sustainability Report and are incorporated in site environmental management plans.

INITIATIVE 3: CARBON NEUTRAL HE TŪPAPA WAROHEA



Objective	Action	Owner	2024	2024 Outcome
3.3 Lead the way for customers and suppliers to succeed in their carbon reduction journey	Our landfills have the lowest carbon footprint in the country for the volume of waste accepted	Chief Engineering and Development Officer	We deliver better than 90% gas capture rate at our owned Class 1 landfills	Achieved: We have achieved greater than 90% gas capture at all our owned landfills.
	Provide service offerings which assist with customers' carbon reduction	Sustainability Manager	Publish content EV fleet transition learnings and our carbon footprint	Achieved: As part of our 2 million electric truck kilometre celebrations, a fleet case study was published outlining our decarbonisation journey on the WM website and distributed to journalists
	Identify relevant suppliers to be carbon neutral by 2050 and work with suppliers to identify opportunities for them to be carbon neutral by 2050	Chief Financial Officer	Improve our sustainable procurement score on EcoVadis report	Partially achieved: EcoVadis assessment takes place in Q2 2025, but we are confident we will improve this score
3.4 Work with our team to reduce their own carbon footprint	Work with our team to help them reduce their personal carbon footprint and make sustainable choices	Sustainability Manager	15% of WM team takes part in annual sustainability challenge	Partially achieved: A total of 165 unique individual entries. This was our highest participation ever, but we have only reached 8.4% of WM team



Initiative 4: A GREAT PLACE TO WORK

He wāhi tino pai ki te mahi

Material Issues

Culture & Values

Diversity & Inclusion

Governance, ESG transparency & reporting

Employee attraction, development, retention & the future of work

Health, safety and well-being

INITIATIVE 4: A GREAT PLACE TO WORK

HE WĀHI TINO PAI KI TE MAHI



Objective	Action	Owner	2024	2024 Outcome
4.1 We keep our team safe and well	Reduce the number of incidents across each of Waste Management's 13 critical safety risks	Chief Risk Officer	No injuries resulting in lifestyle changes	Achieved: No injuries resulting in lifestyle changes
	Deliver health check-up programme to the Waste Management team	Chief Risk Officer	Deliver 3 health and well-being programmes	Achieved: <ul style="list-style-type: none"> • Annual flu vaccinations (237 team members) • 15-minute challenge (268 participants) • Wellbeing checks (723 team members) • Melanoma spot checks • Menopause training • Injury management training • Promotion of nationwide webinars during Mental Health Awareness Week
4.2 Our employees are proud to work for Waste Management	Employee engagement trends to 80%	Chief People Officer	Engagement score above 71%	Achieved: Engagement score is 71%, participation rate 81%
	Our business and leaders are targeted and incentivised on a balanced scorecard of ESG and financial outcomes	Chief People Officer	Measure leaders on ESG outcomes	Achieved: Performance Enhancement Programme process for Executive Leadership Team and Senior Leadership Team has been rolled out with ESG targets. New process for other staff "Let's Check In" to monitor engagement with WM on performance, culture and behaviours

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



Objective	Action	Owner	2024	2024 Outcome
4.3 Celebrate our team's culture and diversity	Execute the diversity and inclusion programme of work	Chief People Officer	Execute the Inclusion and Diversity programme Publish gender pay gap and diversity representation	Achieved: <ul style="list-style-type: none"> Kotahitanga pillars are in place: Mana Wahine; Māori and Pasifika; People Experience; Drivers. Subcommittees drive D&I events as per the Kotahitanga event calendar. Gender pay gap is updated and published internally each quarter. Gender diversity representation published in 2023 Sustainability Report
	Attract new team members through structured talent programmes	Chief People Officer	Deliver four structured talent programmes that will attract new team members	Achieved: <ul style="list-style-type: none"> Mentoring programme Management Fundamentals programme Driver Academy Graduate Programme
4.4 We are kaitiaki, guardians of rewarding career paths which attract and retain our people	Deliver sustainability training to our staff to reinforce our company purpose	Sustainability Manager / Chief People Officer	Deliver two programmes to retain current staff including sustainability training to 450 employees to reinforce our company ambition	Achieved: <ul style="list-style-type: none"> Sustainability training delivered to 756 team members Management Activation Programme Higher Education Assist Programme



Initiative 4: A TRUSTED KIWI 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

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



Objective	Action	Owner	2024	2024 Outcome
5.1 Invest in infrastructure, fleet and businesses that progress our purpose and values	Invest in fleet and infrastructure to improve recovery and reduce environmental footprint	Chief Engineering & Development Officer	Spend \$40m on fleet, recycling and environmental protection infrastructure	Achieved
5.2 Our service is the most reliable in the industry	Provide excellent delivery of services to customers	Executive GMs of UNI, LNI, SI	Collections DIFOT 85% Auckland and 95% rest of country* *methodology has changed	Achieved: Collections DIFOT is 96.1%, introduced DIFOT to Technical Services which has improved their result to 88.6% (from mid 60%)
		Chief Growth & Sustainability Officer	Net Promoter Score = 25	Achieved: We finished the year with a NPS of 49
5.3 Deliver solutions and technologies which improve our customer experience	Review our brand to align to our purpose	Chief Growth & Sustainability Officer	New brand improves customer/ public sentiment	Achieved: Rebranding complete. 2025 focus on reinforcing brand promise, Let's Take Care of It

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



Objective	Action	Owner	2024	2024 Outcome
5.3 Deliver solutions and technologies which improve our customer experience	Provide solutions which improve our customer experience	Executive GMs of UNI, LNI, SI, TS, Chief Digital Officer	Provide three solutions to improve customer experience	Achieved: <ul style="list-style-type: none"> • Deployed WasteTrack allowing better visibility of service delivery for municipal contracts • Provided pay as you go solution for residential customers in Dunedin and Blenheim following rollout of council contracts • Rolled out Marlborough and Taranaki District Council contracts • Auckland Council recycling contract rollout • Chatbot implemented • DIFOT for Technical Services implemented • Proactive management of service suspensions for holiday periods
5.4 Our value chains are effective, efficient and ethical	Ethical supply framework established	Chief Financial Officer	Improve position on Ethics against EcoVadis report	Partially achieved: EcoVadis assessment takes place in Q1 2025, but we are confident we will improve this score

