



FOR FUTURE GENERATIONS

2021 Sustainability Report

Pūrongo Toitū

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From our Managing Director

In my first full year as Managing Director with oversight of our sustainability programme, I am very pleased to present Waste Management’s 2021 Sustainability Report, wherein we do a deep dive into our sustainability progress.

2021 was another year dominated by COVID-19, with the Waste Management team stepping up once again to continue providing essential waste and resource recovery services during lockdowns. It particularly impacted our whānau in Tāmaki Makaurau and our medical waste team. Despite the challenges, we managed to deliver on a significant number of our sustainability milestones, charting our path to a carbon positive Aotearoa New Zealand.

Importantly as a business we have released our new Circular Strategy, which confirms our ambition to be the leaders in materials and energy recovery, leading Aotearoa to a carbon positive future. It charts the direction of our investment and the focus of our leadership and people, embedding the circular economy as the bedrock of our organisation. You can read more about this on page 6 of the report. We have also reviewed the governance of our sustainability programme and established sustainability champions within each division of the business, as well as setting carbon budgets at every Waste Management location. We continue to sustain an annual 2.5% reduction in greenhouse gas emissions each year.

Despite ongoing focus on the COVID-19 pandemic, climate change remains, unquestionably, the biggest challenge facing our planet. To limit global warming to 1.5°C this century, humanity must act quickly to halve our annual greenhouse gas emissions by 2030. Waste Management recognises the urgent need and continues to lead the industry in reducing carbon emissions through our landfill gas capture, electrification of our fleet with 26 electric trucks on the road, and recycling a greater amount onshore, avoiding emissions from international shipping.

Our modern, engineered Class 1 landfills are at the forefront of addressing climate change, and overall emissions from these landfills have halved since 2005. To give some context, the total annual emissions from our landfills is the equivalent to the emissions from 15,200 petrol cars. When you consider Aotearoa has well over 4.4 million cars and 168,000 trucks, this is relatively minor.

We capture more than 90% of the biogas created from waste, stopping harmful greenhouse gases from entering the atmosphere, and convert it to renewable electricity – with the capacity to power 25,000 homes.

The policy landscape in this country is changing, with positive moves by Government to increase resource recovery to move towards a greater circular economy and a commitment to emissions reduction. As the largest composter in Aotearoa, we recognise the need to restore nutrients back into the whenua (land) and what it takes to really stimulate the secondary market for recycling. There remain significant challenges and constraints, however my team provides the leadership and expertise to partner with government and private enterprise to provide practical solutions to achieve both emissions and waste reduction.

A great example of this is how we helped Hutt City Council move towards a carbon zero future. We are processing the region’s recycling and waste until 2029, with 50% of the fleet using electric trucks, and all trucks to be electric within five years. See page 16 for more on this.

To support our communities, in 2021 we were honoured to be a major sponsor of Auckland’s first climate festival, created to prompt action around climate change. We were also an active partner in the release of the Sustainable Business Network’s Go Circular state of the nation report, providing businesses with practical knowledge and tools to ‘go circular’.

Our people continued to deliver throughout another year of COVID-19 lockdowns in 2021, and our Technical Services team, who deal with hazardous and medical waste, were particularly challenged. There was huge demand for PPE bins across the country, and COVID vaccination and testing sites required daily servicing, sometimes with just a few hours’ notice. Our team did what needed to be done, and I will be forever grateful to our people for their efforts in working through Level 3 & 4 lockdowns so the country could continue to function.

I am hugely proud of my team (a very diverse and inclusive bunch!) See the story on page 18 and the work they do. Thank you for taking the time to read about their efforts within this report.

Evan Maehl
Managing Director
 Waste Management

Our Report

Waste Management is delighted to present our third annual GRI sustainability report, covering the financial year January to December 2021.

This latest report develops on our original sustainability strategy *For Future Generations* which was launched in 2018 with more ambitious goals and targets to support our new high-level company Circular Strategy and newly refreshed values, aligning with our five key sustainability strategy themes *Our Environment, Our Communities, Our Customers, Our People and Our Business*. [Quarterly updates](#) are also available on our website.

Our impact in 2021 includes positive effects on Our Environment with a 18.3% reduction in our operational intensity carbon footprint. We showcase Our Business' new company Circular Strategy and Values and the Kotahitanga – Together diversity and inclusion activity for Our People. We have strengthened our sustainability governance with sustainability champions deployed in our business who built out carbon budgets for 2022 for every site to be managed alongside financial performance.

We also had positive impacts in Our Customers and Our Community with making recycling and resource recovery easier with the new resource recovery facility in Hamilton, our Hutt City Council kerbside waste and recycling (which included a 50% electric fleet to be fully electric within 5 years), all built while balancing the interruption of COVID. Our west Auckland customers also have a state-of-the-art transfer station built with green infrastructure in mind.

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

To ensure an external examination, Waste Management's external Sustainability Advisory Board has reviewed the report. An introduction to our Board can be found on page 23.

Our Material Issues

Our material issues were developed in 2018 and a review was planned for 2021. However, this was delayed due to COVID-19 and will take place during 2022 instead.

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

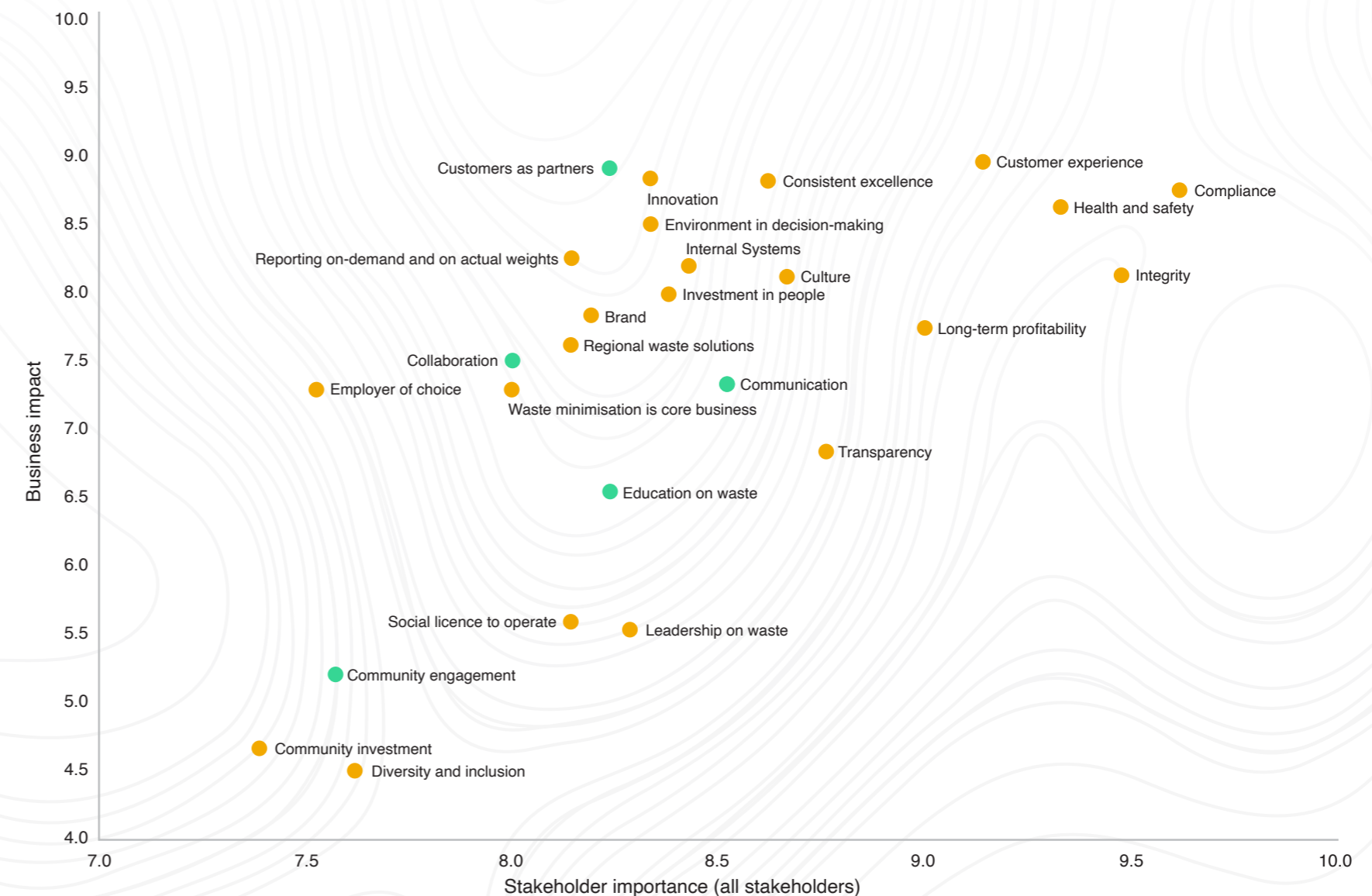
26 issues were identified as material for Waste Management through this process. They are the issues that are key for us to address to ensure we are moving towards a successfully sustainable future.

After our stakeholder engagement exercise, more than 50 of Waste Management's leaders reviewed and provided their insights into their impact on our business.

These two rankings of external stakeholder importance and impact on the business created our materiality matrix, shown below. 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 and stakeholders interviewed through this process, and their definitions, is included in Appendix ii.

Materiality Matrix



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

Stakeholder Engagement Plan

Our stakeholder engagement plan identifies Waste Management's position on key issues and how we engage with stakeholders. Our overall purpose is to build positive, proactive and ongoing relationships with key stakeholders, and ensure stakeholders understand our position on various issues important to our overall sustainability. We look to address misinformation, to educate and to gain respect.

To provide a flavour of the plan, some stakeholder engagement insights are outlined below.

Customers

Our customers are the core drivers of the Waste Management business and their understanding, buy-in, satisfaction and ongoing loyalty drives everything we do. The plan outlines a focus to involve, consult and inform.

Neighbours to WMNZ facilities

WMNZ facility neighbours are interested in maintaining quiet enjoyment of their property without negative environmental impacts and/or reductions in their property value this plans how we inform, consult and involve in our operational activities.

National politicians

Elected - our Managing Director and executive team engage on legislation, policy and investment.

Government officials

Our executive and operations leaders engage around legislation and policy.

Local authorities around local bylaws and zoning and approvals and consents for our facilities and provision of municipal services.

Media – public accountability of WMNZ.

The stakeholder engagement plan also outlines our position on key issues such as waste-to-energy incineration, product stewardship and single-use plastics and kerbside bag collections.

Our perspective on key trends shaping the industry

Climate change, carbon footprinting and the waste industry.

Undoubtedly, climate change is the greatest environmental challenge facing New Zealand and the world. Waste Management has stepped up to take a leadership role, both within the waste sector and more widely, by seeking innovative ways to reduce our greenhouse emissions and act sustainable.

In 2019 we became the first waste company in New Zealand to measure our greenhouse gas emissions and create a carbon footprint reduction plan to reduce our impact on climate change through the Toitū carbonreduce programme.

Climate change - how bad is it?

In December 2020, the New Zealand Government declared a climate emergency. It follows the findings from the United Nation's Intergovernmental Panel on Climate Change that global warming targets need to be limited to 1.5°C instead of targets of 2°C, and that global emissions need to fall by 45% from 2010 levels by 2030.

If we limit global warming to a higher 2°C, the Paris Agreement's target, the consequences for the world will be dire. There will be more extreme weather, reduced human health and well-being, rising sea levels, diminishing Arctic sea ice, and mass loss of ecosystems. For example, at 2°C of warming 99% of the coral on the planet is expected to die and 18% of all insects, 16% of all plants and 8% of all animals are at risk.

So, what was a multi-generational challenge is now actually only 10 years away to keep warming within only a 1.5°C rise. Action to reduce greenhouse gas emissions has now become critical for survival of life as we know it.

What we've learnt

Most of our greenhouse gas emissions come from the waste collected from communities and disposed at our landfills. For example, in our latest 2021 carbon footprint, 71% of our GHG emissions came from landfills. To counter this, we capture and convert more than 90% of landfill gas, destroying it or converting it to renewable energy capable of powering the equivalent of 25,000 homes in 2021. Our Redvale Landfill & Energy Park, for example, is Auckland's largest renewable energy generator.

For transparency, we report on our total carbon footprint publicly. This reporting includes our landfill emissions. This reporting includes our landfill emissions (page 9).

However, as we cannot directly control the amount of waste generated by New Zealanders, our company's carbon footprint reduction plan focuses on reducing what we call our "operational" carbon footprint, which excludes landfill emissions and focuses on those activities we can control.

Landfill emissions

The good news is landfill emissions in New Zealand are under control.

Unlike transport and agriculture emissions, which have grown considerably in recent years, landfill emissions have decreased by a significant 25% over the last 10 years.

And although the Ministry for the Environment reports solid waste contributes 3.3% of New Zealand's carbon footprint, in its latest greenhouse gas inventory, when drilling into solid waste emissions, landfill emissions are only 1.4% of the country's carbon footprint. The managed landfills (which is where all residential and commercial waste goes) like those owned and operated by Waste Management, have been reducing in emissions every year.

This comes as old council run "dumps" like Fox Glacier are closed and replaced with state-of-the-art commercial landfill and energy parks which capture up to 95% of greenhouse gas emissions. A dedicated modern landfill and energy park is purpose built with pipes throughout the landfill, leading to high levels of methane capture.

The remaining lion's share of solid waste emissions is unmanaged waste disposal, such as on farms, in clean-fills and at other sites of largely inert waste. We believe the focus of the Government's Emissions Reduction Plan therefore needs to be on unmanaged landfills.

EV vehicles

For the most effective environmental gains quickly, we focus on reducing diesel emissions – which make up 71% of our operational carbon footprint. We were the first to introduce 100% plug-in electric trucks into a waste collection fleet in New Zealand back in 2016 and have opened a purpose-built facility to assemble more EV trucks in New Zealand.

As at the end of 2021 we had 26 electric trucks in our fleet and we will keep increasing this number throughout 2022. With a total fleet of over 800 trucks, we expect to make a significant emissions reduction impact with this programme in the coming years. From the data we have collected, one electric truck on average saves about 125 litres of diesel per day. Across our fleet, it will be close to 100,000 litres of diesel saved every day.

We also have 34% light vehicle fleet electric with 93 electric cars – a transition made in just under four years.



Our team's carbon footprint

The efficiencies we are creating through our carbon emissions reduction plan has become engrained in Waste Management's culture. The entire team is invested in the targets we have set.

In 2021, for the second year running, we encourage our team of 1,700 across 70 locations to work out their own personal carbon footprint and assisted them to put in place personal reduction plans. We succeeded in having over 3.8% of our team take part and aim to improve this to 10% by 2025.

We calculate our business-wide carbon footprint every month, split by division, and compare this year on year. This allows us an excellent measure of how we are tracking against our carbon footprint reduction goals.

This, alongside public accountability through quarterly reporting on our For Future Generations Sustainability Strategy progress and this annual GRI sustainability report, ensures our focus on reducing our climate impact and, more broadly sustainability, will be central to Waste Management's future.

Recycling

In 2021 we collected 75,456 tonnes of recycling, however, only 32% of plastics were recycled locally in New Zealand, down from over 70% pre-Covid-19. During 2022 we expect onshore sales of material and further development of secondary processing will be seen as the best options to increase the value of product and support the circular economy.

Waste Management is the country's largest composter. For over 20 years we have been focused on New Zealand's soil health and we've processed over a million tonnes of organic waste.

In addition, we are proud to be tackling the problem of end-of-life tyres, which is a critical environmental issue for Aotearoa. At our state-of-the-art tyre recycling facility in Wiri, we shred over 1.2 million end-of-life tyres for converting into fuel each year. We supply this fuel to industry, enabling them to replace greenhouse gas emission-intensive fuels such as coal, thereby reducing their greenhouse gas emissions.

Policy landscape

In 2021 we made formal submissions on the Government's Waste Strategy and Emissions Reduction Plan, and our fundamental message is the climate crisis is a call to action. We support moves to transform our economy to a low-emissions future and we are committed to playing our part. We believe that reducing emissions must be the primary lens through which we make all decisions about waste policy. The best and most effective way to reduce waste disposal emissions is to eliminate the generation of waste in the first place and we believe Government must lead the way in encouraging this through the new Waste Strategy. A true circular economy needs to focus on reducing waste by addressing throw-away consumerism and the economic drivers that perpetuate it.

The need for us all to act now

Humanity can act swiftly.

We've done so in the past and can do it again. A good example is the world coming together in response to the ozone hole, which was within five to 10 years of being so large it would have been irreversible. The Montreal Protocol was signed in 1987, banning chlorofluorocarbons, and now in 2020 there are clear signs that the ozone hole is closing.

Here in New Zealand business leaders are coming together under the Climate Leaders Coalition. The CLC's members – who make up over 50% of NZ's greenhouse gas emissions and 38% of NZ's GDP – have all committed to reducing emissions.

But, for Earth's greenhouse gas emissions to stabilise at 1.5°C of warming, everyone needs to act with urgency.

Our new Circular Strategy and refreshed Values

Our Circular Strategy and Values

Our For Future Generations strategy was launched in 2018 to provide Waste Management with a foundation for the sustainability of the company.

We've achieved a lot since then and, to keep up momentum, our executive team decided the time was right to refresh the company-wide strategy. The refresh aimed to, among other things, further embed sustainability into the bedrock of who we are.

To begin, we asked our management team to provide honest feedback on our business and the areas we can improve. Armed with this information, alongside research on global waste management trends, the executive team engaged Price Waterhouse Coopers to run a series of workshops to assess the current state of the business, explore strategic scenarios and themes and refine a strategy and roadmap. We then asked our wider leaders and team to give their feedback and ideas.

A real moment of synergy came with the executive's unanimous agreement that Waste Management should be a leader in making a positive carbon impact for Aotearoa NZ.

As a company, Waste Management already captures over 90% of the biogas produced by waste at our Class 1 landfills and either destroys it or converts it to electricity – stopping harmful greenhouse gases from entering the atmosphere. Overall nationally, Class 1 landfill methane emissions have halved since 2005.

Roading transport is another massive contributor to greenhouse gas emissions, which have grown by 76% since 1990 and is now 15% of NZ's carbon footprint, and that is why we are in the process of electrifying our truck fleet.

As a company we will continue leading the way, investing in the circular economy and a carbon zero future – and we've articulated this in our Circular Strategy. It gives our team a clear understanding of where we want to be and how we are going to get there, with our purpose to **Power the Circular Economy for Future Generations of Aotearoa New Zealand.**

The Circular Strategy has four pillars – Our People, Our Customers, Our Leadership and Our Future. Multiple initiatives sit under each of these pillars, each of which has an executive team member taking leadership to assign working groups and timelines.

Our Future

Creating the future for WMNZ and delivering value for our customers and communities by driving carbon minimisation and the circular economy forward in Aotearoa New Zealand. Delivering new products, services through an excellence in strategy execution and change.

Our People

Power the circular economy for future generations of Aotearoa New Zealand. Be the leader in materials and energy recovery. Powering the circular economy and the journey to a carbon positive future for Aotearoa New Zealand.

Our Customers

Motivated, engaged and highly capable teams and leaders contributing to a high performing business. Supported by a culture of innovation, development, inclusivity and accountability.

Our Leadership

Playing a leading role in shaping the conversation and direction for carbon minimisation and the circular economy for Aotearoa New Zealand. Setting the industry standard and partnering for long term impact.



Our Values

Delivering greater customer value through ease of doing business, delivering on our promises and propelling customers towards their sustainability goals.

At the same time, we undertook a company values refresh, incorporating five values which are authentic, aspirational and reflect who we are:

Safety

Haumarutanga



Safety first in everything we do.

Service

Ratonga



We keep our promises.

Sustainability

Toitūtanga



We are all responsible to future generations.

Innovation

Auahatanga



We execute great ideas well.

Together

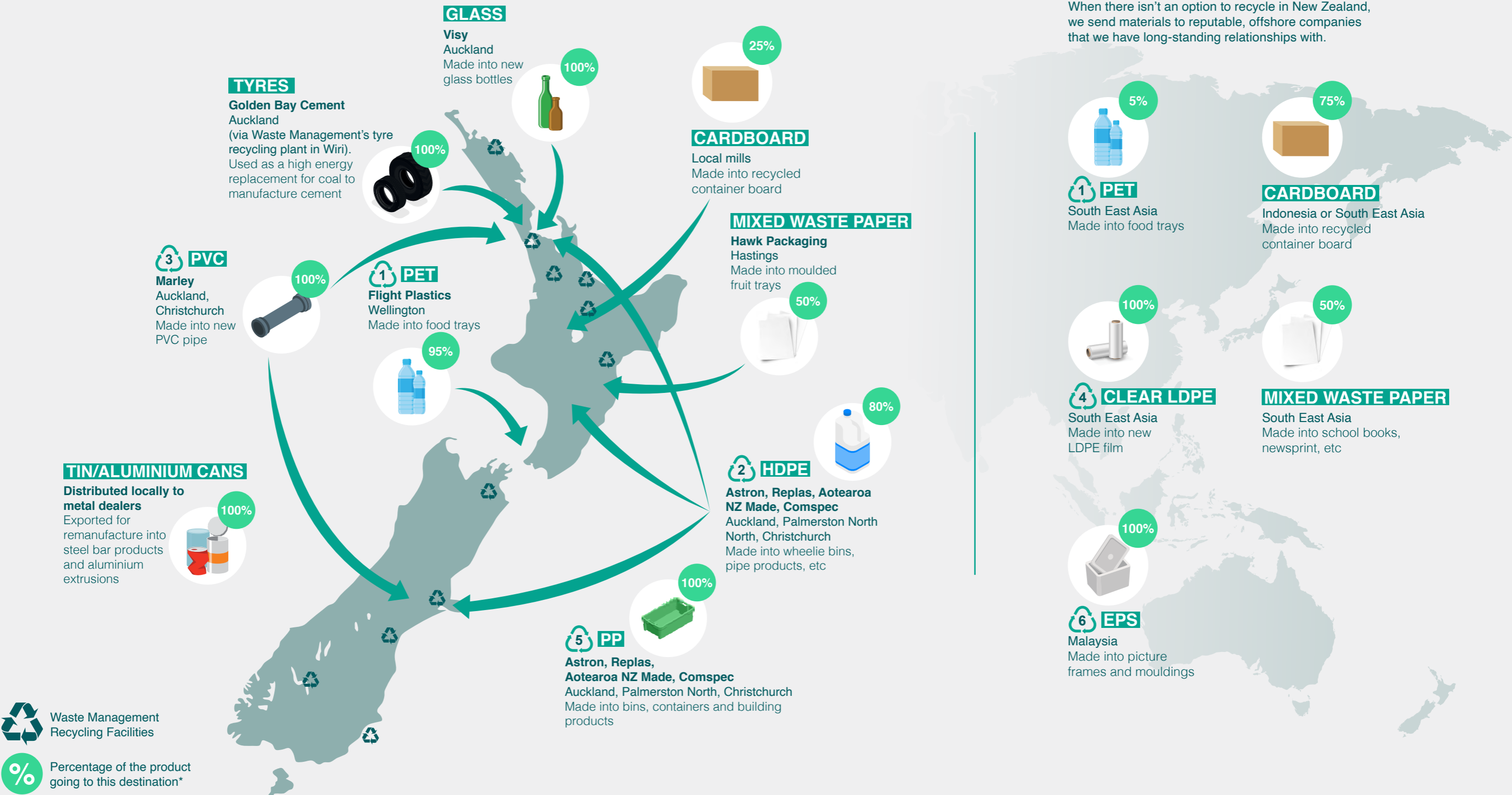
Mahi ngātahi



He waka eke noa – One boat, same direction.

The feedback from our wider team, customers and stakeholders has been overwhelmingly positive, and together we are confidently moving forward.

Recycling Destinations



*Figures accurate as at publication date of September 2022. Figures may fluctuate.

How We Create Value



Natural Capital

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

Social and Relationship Capital

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

Intellectual Capital

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

Human Capital

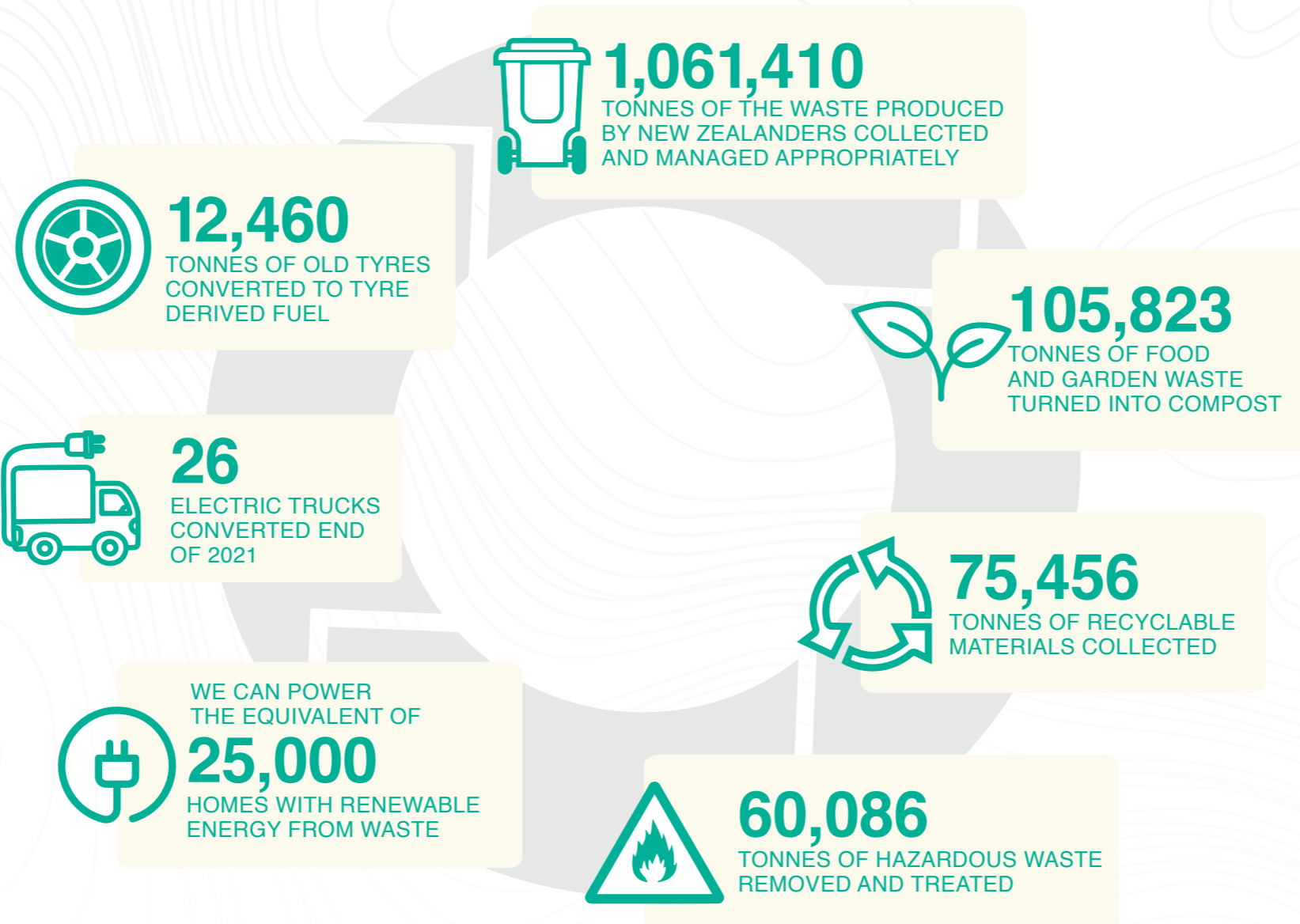
The skills, experience and capabilities of all of our team members, and our ability to develop and diversify our team to add maximum value to the business, for example our 31 engineers and 17 chemists.

Manufactured Capital

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

Financial Capital

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



Our Environment

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

Our Communities

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

Our Customers

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

Our People

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

Our Business

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

Our purpose is to power the circular economy for future generations of Aotearoa New Zealand.

Carbon Footprint

A significant step forward in reducing our greenhouse gas emissions is the creation of carbon footprint budgets for 2022 for over 50 of our sites set during 2021, along with monthly carbon footprint reporting to track our sites against these budgets next year.

We report and target a reduction on our greenhouse gas emissions in three ways (all of which incorporate scope 1, 2 and 3 mandatory elements):

1. Our Total Gross Carbon Footprint, which is highly variable due to the methane at landfills created from the waste volumes our community produces. Our total carbon footprint has had swings of up to 48% in a single year in the past, and it is impossible to set targets with such large changes generated by the wider New Zealand community. We do make significant investment in gas capture for the landfills we own or manage which contributed to a 48% reduction in emissions from New Zealand's managed waste disposal locations between 2005 and 2020.
2. Our Operational Carbon Footprint, which is our gross carbon footprint excluding landfill emissions, was 63,535 tCO₂e in our baseline year of 2017. These are the gross greenhouse emissions we are working to reduce.
3. Our Operational Intensity Carbon Footprint is the core of our Emissions Reduction Plan to reduce our operational carbon footprint as a ratio of revenue growth. We have considered both kilometres travelled and volume of tonnes but as our business has both collections and post collections treatment, processing and disposal revenue is the best intensity measure.

Waste Management's carbon footprint 2017 to 2021.

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

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.

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

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

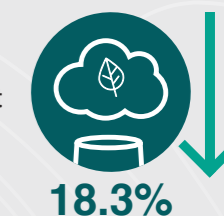
Waste Management's Intensity Carbon Footprint 2017 to 2020.

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

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

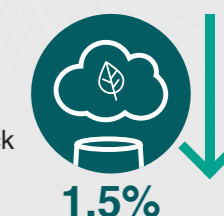
Operational Intensity Carbon Footprint result:

Waste Management achieved our carbon footprint reduction target in 2021 with a result of 107.4 tCO₂e/\$M which is significantly 9% below the target of 118.5 tCO₂e/\$M, and 18.3% down against our baseline result of 131.7 tCO₂e /\$M.



Our Operational Carbon Footprint result:

Waste Management had a decrease in operational greenhouse gas emissions of 1.5% from 58,744 tCO₂e in 2020 to 57,931 tCO₂e in 2021 due mainly to a 2.6% reduction in diesel use as our electric truck fleet expansion continues with 26 EV trucks on the road.



Our Total Gross Carbon Footprint result:

Our Total Gross Carbon Footprint (including landfills) had an increase of 2.8% in 2021 compared to 2020, which followed a 12% decrease in 2020 and a 48% increase in 2019. As discussed above, Waste Management has little control over the volume of waste generated by the communities we service resulting in highly variable results.

As our reporting continues to mature, we have identified opportunities to further enhance the completeness and accuracy of our dataset over time.

During 2021 a number of large new greenhouse gas emission sources were identified which were included for the first time totalling 2,634 tCO₂e. These new greenhouse gas emissions sources were bulk diesel fuel deliveries at Tirohia Landfill & Energy Park, WM New Plymouth and Whitford Landfill & Energy Park.

All historical 2017 baseline data and future targets in this report have been updated to include these newly identified greenhouse gas emission sources.

We do not use carbon offsetting to meet our reduction targets. For transparency we will continue to report our total carbon footprint, which includes landfill emissions. Our base year is 2017, and an equity share approach was used to calculate our carbon footprint.

Our Sustainability Strategy: For Future Generations

For Future Generations underpins our new Circular Strategy to power the circular economy and the journey to a carbon positive future for Aotearoa New Zealand.

Our refreshed values continue to include sustainability, which our sustainability strategy directly supports.

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



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 will address the underlying material issues.

In this report, we detail the progress and achievements realised during 2021.

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 to power the circular economy for future generations of Aotearoa New Zealand.

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 team and suppliers to support them in protecting the environment and reducing their greenhouse gas emissions, along with a focus on regenerative plantings where possible.

Tō Tātau Taiao

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

Material Issues

Environment in decision-making

What we want to achieve:

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

2021 in Review

The following table summarises our projects, KPIs and progress achieved during 2021.

Projects	2021 KPI	Status	Progress
Goal 1: Reduce Carbon Footprint			
Implement activities from our independently verified carbon footprint reduction plan to reduce our operational carbon footprint in line with our commitments as a signatory to the Climate Leaders Coalition	10% reduction in Waste Management's operational intensity carbon footprint against a 2017 baseline	Achieved ✓	Our operational intensity carbon footprint result is 107.4 tCO2e/\$M which is significantly 9.4% below the target of 118.5 tCO2e/\$M, and 18.5% below our baseline result of 131.7 tCO2e/\$M
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	Partially Achieved ✓	Staff carbon footprinting programme run in October, with higher numbers than 2020. A total of 3.8% of team members completed their personal carbon footprint, but we did not reach our target of 4%
Goal 2: Expand sustainable procurement			
Implement activities to encourage suppliers to reduce their carbon footprint	Twenty suppliers have attended a Waste Management event on carbon footprint reduction	Partially Achieved ✓	Investigated supplier dedicated sustainability 'Stars Programme' but there was limited interest in the opportunity, potentially COVID-19 related
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)	Not Achieved —	All suppliers have a Code of Conduct and performance framework is in place but due to COVID-19 no reviews were completed during 2021
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	Partially Achieved ✓	Shared Auckland Climate Festival activities and Go Circular initiative with suppliers
Goal 3: Increase regenerative plantings			
Expand support for community programmes that deliver regeneration in areas where we operate	One new community regeneration project identified and funded	Partially Achieved ✓	Community regeneration projects were identified at Redvale and Tirohia but due to COVID-19 no projects were funded. Existing projects continue to have an impact such as reduced wild pig activity at Tirohoana Bush reserve following a cull earlier in 2021 – no indication yet of returning numbers

Our Future Focus - 2022-2025 Goals

Goals	Projects	2022 KPI	2025 KPI	2022 updates
1. Reduce carbon footprint	Implement activities from our independently verified carbon footprint reduction plan to reduce our operational carbon footprint in line with our commitments as a signatory to the Climate Leaders Coalition	12.5% reduction in Waste Management's operational intensity carbon footprint against a 2017 baseline	20% reduction in Waste Management's 2025 operational intensity carbon footprint against a 2017 baseline	2.5% increase in target
	Work with our team members to help them reduce their personal carbon footprints	6% of Waste Management team members have measured their carbon footprint and have plans to reduce their greenhouse gas emissions	10% of Waste Management team members have measured their carbon footprint and have reduced their greenhouse emissions by 10%	2% increase in target
2. Expand sustainable procurement	Implement activities to encourage suppliers to reduce their carbon footprint	Five suppliers to present on their sustainability programme to Waste Management	100 suppliers have attended a Waste Management event on carbon footprint reduction	2022 KPI mid-year update with new Procurement Manager focus on suppliers presenting to Waste Management
	Develop and implement Code of Conduct and performance management framework for suppliers that explicitly includes sustainability criteria and outcomes	Code of Conduct and performance management framework reviewed against 25% of current suppliers (by spend)	Code of Conduct and performance management framework rolled out to 100% of suppliers	Performance management review increase to against 25% of suppliers
	Develop and implement regular communication and engagement with our suppliers regarding sustainable procurement	Two communications sent to 100% of suppliers	Quarterly engagement with 100% of suppliers	Increase from one to two communications sent
3. Increase regenerative plantings	Expand support for community programmes that deliver regeneration in areas where we operate	<ol style="list-style-type: none"> Setting up an onsite nursery at a Waste Management facility One new community regeneration project identified and funded 	10% annual increase in plantings, directly by Waste Management or through support of our community partners	Added setting up an onsite nursery at a Waste Management facility

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 our sponsorship of the Auckland Climate Festival (page 13).





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.

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.

2021 in Review

The following table summarises our projects, KPIs and progress achieved during 2021.

Projects	2021 KPI	Status	Progress
Goal 1: Improve mutual understanding with stakeholders			
Develop and implement an improved proactive engagement approach with our stakeholders on key issues	The Government's Waste Minimisation review considers the full impact of carbon. Engagement initiated with four specific iwi	Achieved ✓	We made formal submissions on the Government's waste strategy, tyres and large battery product stewardship and the Emissions Reduction Plan. Iwi discussions are ongoing
Goal 2: Improve community understanding of issues relating to waste			
Increase tours at our landfills to help the community understand where their waste goes	Create digital content on landfills and waste which achieves 100,000 click views	Partly Achieved ✓	Our video explaining the workings of a modern, engineered landfill achieved 34,000 views
Support education programmes around waste minimisation with New Zealand kids	Deliver an educational teaching resource on waste	Not Achieved —	We pivoted our focus for greatest impact, proudly being a founding sponsor of the Auckland Climate Festival where we ran four workshops in partnership with Toitū Envirocare and thinkstep with over 120 external attendees. We also designed our Hamilton-based Resource Recovery Park to engage the community more.
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	Achieved ✓	20,560 social media followers
Goal 3: Expand engagement with our local communities			
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	Achieved ✓	Annual half-day volunteering opportunity process created but COVID-19 continues to impact on actual volunteering activities
Increase engagement with Māori and local iwi	Establish a strong marae connection for our Auckland Head Office	Partly Achieved ✓	Te Teira Rawiri, and initial discussions held with two possible local marae. COVID-19 lockdown postponed further development to 2022

Our Future Focus - 2022-2025 Goals

Goals	Projects	2022 KPI	2025 KPI	2022 Updates
1. Improve mutual understanding with stakeholders	Develop and implement an improved proactive engagement approach with our core stakeholders on key issues (iwi, Government and local community)	Proactively advocate and advise to ensure the Government's Waste Minimisation review considers the full impact of carbon. Develop and implement Waste Management's Te Tiriti o Waitangi Statement of Intent.	90% satisfaction score in end of year survey and stakeholder engagement plan reviewed and updated annually	Addition of Waste Management's Te Tiriti o Waitangi Statement of Intent
	Increase our reach and engagement of the community so they understand where their waste goes	Create digital content on landfills, circular economy and waste which achieves 100,000 click views	At least four tours at each Redvale, Whitford, Tirohia and Kate Valley during 2025	Inclusion of the circular economy into digital content
2. Improve community understanding of issues relating to waste	Support education programmes around waste minimisation with New Zealand kids	Develop a further educational teaching resource on waste specifically tailored for children	Reach more than 200,000 New Zealand children by supporting targeted waste education programmes	Development of an educational teaching resource for children
	Use social media to engage with wider New Zealand community beyond our customers	27,500 followers across our social media channels and create two partnerships using social media to achieve broad reach engagement	50,000 followers across our social media channels	Target increased by 7,500 social media followers
3. Expand engagement with our local communities	Use volunteering to increase our contribution to the communities in which we operate	Volunteering Committee meeting four times a year and promoting at least four initiatives a year	90% of team members volunteering for a half-day each year	Expanded to Volunteering Committee meeting four times a year with at least four initiatives for the year
	Increase engagement with Māori and local iwi	Establish a strong marae connection for our Auckland Head Office	Establish five new Māori engagement activities	No change

Long Term Contribution

Our Communities key theme supports five SDGs. Engaging and educating our stakeholders and surrounding communities about a future circular economy (SDG 4). This will lead to more sustainable cities and communities (SDG 11) and responsible consumption and production (SDG 12). A more efficient and less wasteful society will also lead to a reduction in greenhouse gas emissions. For these goals to be achieved we will be working in partnership with our stakeholders. For example during 2021 we partnered with the Auckland Climate Change Festival and Sustainable Business Network - Go Circular 2025 initiative.



Case Study

Auckland Climate Festival & Go Circular.

As part of the leadership role Waste Management is taking around carbon footprint minimisation and climate change, we were proud to be founding sponsors of the first Auckland Climate Festival 2021 and the Sustainable Business Network's Go Circular initiative.

The Auckland Climate Festival, held in October, aimed to bring Aucklanders together to celebrate and accelerate climate change action. Unfortunately, due to COVID-19 restrictions, many events had to be adapted and held online. Waste Management held several virtual events featuring our sustainability experts in partnership with Toitū Envirocare and Thinkstep, with a focus on sharing the company's journey in measuring and reducing our company-wide carbon footprint.

Sponsoring the Sustainable Business Network's Go Circular programme was also a good fit, as we strongly support the drive to provide tools and resources to help businesses design out waste and keep products and materials in use.

General Manager Strategy, Customer & Sustainability Ingrid Cronin Knight has been a vocal advocate of Go Circular, sharing Waste Management's own circular initiatives including our EV programme, converting methane to renewable electricity at our landfills, converting green and food waste into compost and collecting around a quarter of Aotearoa's recycling.



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.

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 their waste 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.

2021 in Review

The following table summarises our projects, KPIs and progress achieved during 2021.

Projects	2021 KPI	Status	Progress
Goal 1: Improve customer experience			
Implement ongoing improvements in digital and service delivery solutions for our customers	5% year on year improvement in customer experience measure	Achieved ✓	Target achieved with a greater than 5% improvement in customer experience
Goal 2: Enhance our partnerships with customers			
Identify opportunities to partner with customers (and others) to implement new initiatives that support their sustainability goals	10 new initiatives implemented, with outcomes tracked and reported	Achieved ✓	A range of initiatives were implemented for our customers including: <ul style="list-style-type: none"> • New customers' carbon footprint report launched which is Toitū approved and details greenhouse gas emissions from our customers' waste • We upgraded our sustainability reporting on recycling • We supported customers with site separated building and construction waste and even helped customers get recovery rates as high as 94% • Released free-to-use animated waste and recycling training series for businesses
Goal 3: Improve digital solutions			
Increase the number of customers using digital solutions	30% increase year on year in the number of orders placed online or through digital channels	Achieved ✓	Target achieved with an increase in orders placed online or through digital channels by 54%
Launch online tools to provide better information about waste for customers	At least one new solution launched with 100 visits per month	Achieved ✓	A landfill video, recycling videos and a social campaign on being waste wise for Christmas have been deployed

Our Future Focus - 2022-2025 Goals

Goals	Projects	2022 KPI	2025 KPI	2022 Updates
1. Improve customer experience	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. Enhance our partnerships with customers	Identify opportunities to partner with customers (and others) to implement new initiatives that support their sustainability goals	10 new initiatives implemented, with outcomes tracked and reported	50 new initiatives implemented, with outcomes tracked and reported	No change
3. Improve digital solutions	Increase the number of customers using digital solutions	20% 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	Update target to 20%
	Launch online tools to provide better information about waste for customers	At least one new online solution launched with over 100 unique attendees	10% per annum increase on number of visits to online tools	Updated to online solutions with over 100 unique attendees

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.



Case Study

Contract rollout in the time of COVID.

Mid-year our Wellington team kicked off the new Hutt City Council kerbside waste and recycling contract, which sees Waste Management managing the region's waste until 2029 with 50% of the fleet using electric trucks, with all trucks to be electric within five years.

It involved a huge amount of effort, dedication and expertise by the Wellington team. The logistics alone were a massive undertaking – with general waste wheelie bins, mixed recycling wheelie bins, (opt-in) garden waste wheelie bins and glass recycling crates being delivered to around 40,000 households in the region. It wasn't an easy undertaking during COVID-related supply chain issues.

Regional Manager – Wellington Sarah Whiteman says she couldn't have been prouder of her team, who worked long hours with a great attitude to ensure a successful start to the contract on 1 July, 2021.

On day one of the new contract, the team held an early morning breakfast celebration, with bacon, eggs and cake to recognise the colossal effort of the wider team. Manager Māori Partnerships Sonny Wilcox led proceedings with a karakia and mihi to bless the new contract.

Chief Executive at Hutt City Council Jo Miller also sent her appreciation for the successful rollout in difficult times.

An electric fleet of trucks, affectionately nicknamed Bin Diesel, Truck Norris, Trucky McTruckface, Recyclosaurus Rex, Bruce Springclean, Trash Gordon and Chitty Chitty Bin Bin, are now out and about making collections.



Municipal Contracts Manager Tracy Reuben, Hutt City Mayor Barry Campbell and Regional Manager Sarah Whiteman with the new wheelie bins prior to delivery.



LEV driver Dan Toma collecting glass in the EV dubbed Trucky McTruckface.



Our People

We want our people to be motivated, engaged and 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.

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.

2021 in Review

The following table summarises our projects, KPIs and progress achieved during 2021.

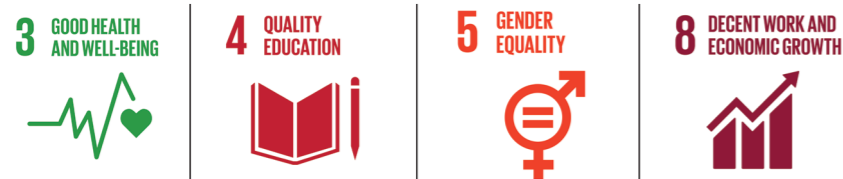
Projects	2021 KPI	Status	Progress
Goal 1: Reduce significant injury and fatality incidents			
Reduce the number of incidents across each of our 13 critical safety risks	<p>a) Rollout & training of Bowtie risk assessments to non-process safety team members for each of our 13 critical risks</p> <p>b) No recurring 'opportunities for improvement' identified in internal or external HSE audits</p>	Achieved ✓	Training rolled out for all critical risks, all of which reduced except for CR9, with Threatening Behaviour increasing, in part, due to nationally and CR10 Drug or Alcohol Impairment increasing, in part, due to improved data recording. No recurring 'opportunities for improvement' identified in internal or external HSE audits
Goal 2: Increase diversity and cultural literacy			
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	Achieved ✓	Kotahitanga - Together, the diversity & inclusion committee, met 11 times and made a real impact throughout 2021, with events and our first Diversity & Inclusion survey completed
Goal 3: Health & Wellbeing			
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	Not Achieved —	Annual health checks impacted by COVID-19 lockdowns
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's employees	Partly Achieved ✓	Mental wellbeing content included and available to all employees through Southern Cross. New mental health programme for leaders rolling out during 2022

Our future focus - 2022-2025 Goals

Goals	Projects	2022 KPI	2025 KPI	2022 Updates
1.Reduce significant injury and fatality incidents	Reduce the number of incidents across each of our 13 critical safety risks (details on page 21)	a) Creating injury presentation training packages for WM high frequency/high cost injuries which support a reduction in critical risks b) No recurring 'opportunities for improvement' identified in internal or external HSE audits	10% reduction in incidents for identified critical risks	Change in focus to high frequency injuries with long-term impacts on people
2.Increase diversity and cultural literacy	Develop programmes to increase cultural literacy and diversity across our teams	Diversity & Inclusion Committee, Kotahitanga - Together, meets at least twice every quarter throughout the year and delivers a strategy & calendar of events for the year and executive cultural training	A recurring Māori leaders programme in place, and at least one other diversity or cultural literacy initiative implemented per annum	Diversity & Inclusion Committee meeting at least twice a quarter and delivers a strategy & calendar events and provide our employees a voice
3. Health & Wellbeing	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 2021 figures	90% engagement in Waste Management-provided health check-up programme	No change
	Develop programmes to support the mental health and well-being of our team	Mental health awareness training created and delivered nationally to 100% of WMNZ employees	A regular mental health support programme developed and implemented across Waste Management	No change

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).



Case Study

Kotahitanga - Together.

Our Waste Management team is made up of an incredibly diverse mix – and we are very proud of who we are.

To represent our many voices, support projects and initiatives that embrace diversity, and build a strong workplace culture, in early 2021 we launched Kotahitanga - Together, our diversity and inclusion committee.

The first order of business for Kotahitanga - Together, which is made up of team members from a variety of cultures and backgrounds, was to engage an external company, Diversity Works NZ, to run a deep dive review of diversity and inclusion within our business.

Our team then used this as the basis for creating Waste Management's Diversity & Inclusion Strategy, built on the foundations of:

- Giving our people a voice
- Developing our people
- Fulfilling our promise – embedding diversity and inclusion into our people's journey

The committee also surveyed our wider team to identify diversity trends across different position levels and regions, which will be used in 2022 to refresh the company's D&I policy in areas such as recruitment and training.

2021 was a difficult year to come together as a united Waste Management team due to COVID-19 restrictions, but Kotahitanga - Together also managed to initiate events (both in person and virtual) for Matariki, Waitangi Day, Chinese New Year, Diwali, Ramadan, International Women's Day, and Pink Shirt Day.

A highlight of the calendar was a visit from Race Relations Commissioner Meng Foon, who spoke to our team about his experience growing up alongside three cultures, Chinese, Māori and Pakeha, and how this helps his work today leading positive race relations for the Human Rights Commission.



William Ding, Craig Plested, Sam Seu and Chelsea Cunningham enjoy food and conversation with Race Relations Commissioner Meng Foon.



Chinese New Year was able to be celebrated in person.



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.

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.

2021 in Review

The following table summarises our projects, KPIs and progress achieved during 2021.

Projects	2021 KPI	Status	Progress
Goal 1: Contribute to New Zealand's circular economy			
Develop partnerships with organisations to drive the circular economy	One initiative commenced	Achieved ✓	Plastic grinding plant arrived on site in Tauranga mid-December and undergoing commissioning trials. This plant is the largest plastics grinder operating in NZ and will allow Waste Management to process single piece items up to the size of a plastic 660 litre bin and other large plastic items that are currently can't be recycled in New Zealand (plastic pallets etc)
Goal 2: Manage climate change risk			
Identify, assess and mitigate Waste Management's climate change risks	Climate Change Risk Register finalised, accountability assigned and aligned with Corporate Enterprise Risk Register	Partially Achieved ✓	Climate Change Register framework created with risk assessment underway with external consultants
Goal 3: Minimise our own waste			
Implement the 2020 Waste Management Plan	Review data being captured and set baseline along with developing at least one new initiative	Achieved ✓	2021 Waste Management Plan targets broadly achieved with a baseline data created for 65% of our sites

Our future focus - 2022-2025 Goals:

Goals	Projects	2022 KPI	2025 KPI	2022 Updates
1. Contribute to New Zealand's circular economy	Develop partnerships with organisations to drive the circular economy	One new initiative commenced	Five initiatives commenced since 2020	Clarified as a new initiative for each year
2. Manage climate change risk	Identify, assess and mitigate Waste Management's climate change risks	Climate Change Risk Register populated and finalised, accountability assigned and aligned with Corporate Enterprise Risk Register	Climate Change Risk Register updated and reviewed each year, with risk mitigation plans implemented, tracked and reported	Change to populating the Climate Change Risk Register
3. Minimise our own waste	Implement the 2020 Waste Management Plan	Review data being captured along with developing at least one new initiative	5% reduction in waste per annum per site (once baseline data has been captured)	No change

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

West Auckland Transfer Station.

It's a 24/7 fully automated operation, averaging around 200 vehicles a day and processing 320 tonnes of waste.

The new Western Transfer Station in Auckland's Selwood Road is a busy hive of activity, featuring some innovations that make it efficient for both our team and our customers.

Although the site is staffed by a dedicated team six days a week, it can also be accessed by trucks 24/7 using the fully automated weighbridge, lights, gates and roller doors. Drivers have 15 minutes to tip the waste, before the site locks down again (there is a back-up system so they can get out if needed).

The facility is not open to the general public and is instead used by commercial customers who have registered with Waste Management to gain access.

The RTS facility is 6,500m² and there is a corporate office, where some of the Auckland sales team is based – this is a great way to provide flexibility and less commute time into East Tamaki Road.

Some points of interest include:

- All scrap metal, timber, green waste and hardfill is recovered from the tipping floor and sent for reuse or recycling
- Out of hours access for all registered users is solely based on license plate recognition (LPR) which triggers the site automation and weighbridges
- Customer turnaround time is currently averaging at six minutes and is measured from in/out weighbridge transactions
- It is one of the few transfer stations in New Zealand set up to receive leachate, which is gravity fed into tanks and then into the sewerage system where it is treated as wastewater
- There is a deodorising system in place to deal with any unpleasant smells
- A stormwater treatment system around the perimeter of the site ensures water quality beyond the site



About Waste Management

Our Operations.

Waste Management NZ is working to power the circular economy for future generations of Aotearoa New Zealand.

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.

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 2021, 60,086 tonnes of hazardous waste was removed on behalf of our customers, and treated with a significant increase in medical waste to support New Zealand's health sector's response to COVID-19.

Our Living Earth facilities have more than 20 years' experience turning organic waste into compost. In 2021, 105,823 tonnes of food and garden waste was turned into compost by our Living Earth operations nationwide.

Changes to our operations during 2021.

During 2021, we continued to evolve our operations in response to market needs.

We welcomed the opening of a new operational site, the Timaru Milward transfer station in July after our contract with Timaru District Council ended. Our Burwood operation with Transwaste Canterbury Landfill finished in May, while our composting operation in Hamilton on Wickham St, closed in June. We also sold our Technical Services site in Whakatane.

A new dedicated sustainability service was developed to be launched in 2022 including an early launch in late 2021 of carbon footprint reports for our customers meeting the ISO 16064 standard which have been externally audited and approved by Toitū Envirocare which details the greenhouse gas emissions from our customers landfill waste.

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 2021, 75,456 tonnes of such materials was collected and recycled.

Our operations include owning and managing modern landfill and energy parks, where waste is carefully contained to collect landfill gas. This gas is used to generate renewable electricity that has the capability to power more than 25,000 homes across New Zealand. We are also proud to report again that 100% of leachate from our landfills was captured and treated during 2021.

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

Case Study

Resource recovery in Hamilton.

Hamilton's new Waste Management Resource Recovery Park aims to give the community a one-stop location to dispose of and recycle waste sustainably. Today it is averaging 120 vehicles and 180 tonnes of waste per day.

Some of its features include:

- An unmanned weighbridge utilising number plate recognition technology and an automated kiosk for payment
- Advanced storm water management using swales, with a settling tank to remove any solids. The water then overflows into two filtration tanks, about 1.5m deep, that filter storm water before entering the nearby stream
- There is a 4000L tank under the shed that collects liquid run-off from the waste, for example rainwater that may be within skip bins. The contents are collected once a month and treated offsite
- A mist cannon suppresses dust and odour
- Waste is monitored by a thermal camera, which detects ambient temperatures as well as the average heat of the pile to ensure safety, particularly from fires caused by compressed batteries
- Rainwater is captured from the roof and reused onsite for essential non-potable uses – such as water for the firehose. There is capacity to store 100,000 litres



Hamilton's Resource Recovery Park sees about 120 vehicles a day including 80 trucks and 40 casual customers.



A new community recycling shop, The Olde Dump Shop, also opened onsite midway through 2021, selling recovered and repurposed second hand goods. The community is able to drop off unwanted items free of charge, via an undercover drive-through recycling hub. The shop is beautifully laid out and decorated, and it's proving very popular with shoppers looking for a bargain. Timber, pallets, ply and other building materials were recovered from waste received at the Resource Recovery Park to use in the fitout.



The unmanned weighbridge utilises number plate recognition technology and an automated kiosk for payment.



Tanks for rainwater harvesting.

Team

Our team of 1,510 people is spread across our sites throughout New Zealand, with 1,474 permanent employees, 25 temporary employees, 11 casual employees and in addition there are 158 owner-drivers who make up 10% 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 as scope 3 diesel use.

Further detail in Appendix iv: Our team in numbers (page 27).

Stakeholder Engagement

Our Stakeholder Engagement plan identifies Waste Management's position on key issues and how we engage with stakeholders. Our overall purpose is to build positive, proactive and ongoing relationships with key stakeholders, and ensure stakeholders understand our position on various issues important to our overall sustainability. We look to address misinformation, to educate and to gain respect.

Our main stakeholder groups are our customers, neighbours to our facilities, suppliers, memberships, partnerships, our staff, government departments, local authorities and the media. This was discussed on page 4.

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, and pursuing efforts to limit it to 1.5 degrees
- Several KPI's within our sustainability strategy directly support our CLC's commitments e.g. Staff Carbon Footprint program.

- Keep New Zealand Beautiful: A non-for-profit organisation working to keep communities clean, safe and beautiful through campaigns like 'Be a Tidy Kiwi' and 'Do the Right Thing'. We have been long time supporters of KNZB's clean up week by providing free drop off collections points across our transfer stations nationwide.
- New Zealand Green Building Council (NZGBC): Supporting sustainable building and construction practices by providing dedicated Building and Construction waste collection services meeting Homestar and Green Star requirements nationwide.
- 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. Waste Management proactively engaged in all of SBC's Government consultations during 2021.
- Sustainable Business Network (SBN): Working with other companies to transition New Zealand towards a low carbon economy. During 2021 we were sponsors of the SBN new Go Circular program (see page 14).
- 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. Waste Management was involved in many WasteMINZ activities during 2021.

Supply-chain

We have approximately 2,800 suppliers who typically specialise in the provision of industrial goods, equipment, and services, from commodity industrial consumables and expendables, to highly specialised scientific-grade products.

Our supply chain has been affected by COVID as many other business in New Zealand and our effort has been on uninterrupted supply of services and goods throughout the Delta/Omicron variants of COVID.

We have introduced a supplier code of conduct which covers our ethical standards including concepts such as modern slavery, anti discrimination and privacy.

Ownership

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

In 2021 we were part of the Beijing Capital Group, 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.

Waste Management is involved in the following joint ventures:

- 50% ownership of Waste Disposal Services with Auckland Council.
- 50% ownership of Transwaste Canterbury Limited with the other 50% owned by Christchurch City Council, and the Hurunui, Waimakariri, Selwyn and Ashburton district councils.
- 50% ownership of Midwest Disposals Limited with Envirowaste Services Ltd the remaining 50%.
- 50% ownership of Pikes Point Transfer Station with Envirowaste Services Ltd the remaining 50%.
- 50% ownership of Daniels Sharpsmart Limited with Cleanaway Daniels Pty Limited the remaining 50%.

Governance

Waste Management’s Board in China and our Executive Management Team are responsible for all decision-making on economic, environment and social topics. Each of our four divisions now has a Sustainability Champion, senior leaders in the business who provide governance support in the decision making process to our Executive Management Team. (page 25)

Waste Management New Zealand 2021 Executive Organisation Chart.



Evan Maehi
Managing Director



William Ding
Chief Financial Officer



Michael McSaveney
GM Upper North Island



David Howie
GM Lower North Island



Gareth James
GM South Island



David Perkins
GM Technical Services



Ian Kennedy
GM Operational & Technical Services



Guy Smith
Head of Safety & Risk



Ingrid Cronin-Knight
GM Strategy, Customer & Sustainability



Craig Plested
Head of People & Corporate Services

Sustainability Advisory Board

Our Sustainability Advisory Board provides an external lens on our progress in implementing our sustainability strategy and was joined by Tom Nickels, our previous Managing Director, in 2021.

The Board gives challenging and constructive feedback, along with direction and advice in relation to our company's strategy to power the circular economy and the journey to a carbon positive future for Aotearoa New Zealand, and our sustainability programme.

Members in 2021:

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.

Tom Nickels

Tom retired from his role as Managing Director at Waste Management at the end of 2020 and at that transition he was invited to join the Sustainability Advisory Board where he has been able to continue to apply his industry background knowledge and keen interest in sustainability. During his time as the Managing Director Tom was a sustainability leader within New Zealand, from driving the development and launch of electric trucks into Waste Management's fleet through to signing the company up to the Climate Leaders Coalition as one of the original 60 members in 2018. With engineering and business management qualifications, his career has spanned manufacturing, processing, transport, energy, waste and environmental services and overarching all these roles has been an unwavering commitment to safety.



From left: Dr Hugh Logan, Lisa Martin, Tim Manukau, Tom Nickels.

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), nation-wide contaminated sites, as well as climate change legislation (including the emissions trading scheme in 2008).



Case Study

Site carbon budgets and our sustainability champions.

Our first sustainability champion was Lower North Island Recycling Manager Kevin Weir, who has transformed carbon reporting and driven better sustainability within the Lower North Island during 2021.

Kevin's work proved to be so successful that three other sustainability champions were selected in the second half of 2021 to oversee work across our Upper North Island, South Island and Technical Services divisions.

Sustainability Manager Adam Weller says each has outstanding operational knowledge and a passion for sustainability.



Kevin Weir, sustainability champion of the Lower North Island, pictured with a paper recycling baler.

“They were thrown in the deep end. They’ve had to present their work to our external Sustainability Advisory Board, report into our national Carbon Footprint Committee and meet their divisional carbon budget, with monthly reporting and presentations to their wider teams. It’s a huge amount of work, but they are all passionate about the role and are making sure our sites meet their targets.”

As well as a financial budget, each of our sites around the country now has a carbon budget to meet – currently set at a 2.5% reduction each year.

As each site reduces its carbon output, the results are fed into our overall Waste Management carbon footprint, helping us achieve our company-wide carbon footprint reduction goals.

One of the tools used by our sustainability champions is Waste Management’s Top 10 Carbon Reduction tips for sites, which are (in a nutshell):

- 1 Collections route optimisation.
- 2 Truck idle time reduction.
- 3 Vehicle utilisation analysis to prioritise replacement.
- 4 The introduction of more electric light vehicles (cars).
- 5 Energy efficiencies in Waste Management buildings.
- 6 Reviews of long-haul transportation.
- 7 Equipment efficiencies/using the right equipment for the task.
- 8 Landfill operational efficiencies.
- 9 Work with landlords to improve leased building energy efficiencies.
- 10 LED light replacements.

Our sustainability champions are:

Technical Services

Branch Manager

Ross O’Loughlin

Upper North Island

Capital Asset Management Manager

Richard Welch

Lower North Island

Recycling Manager

Kevin Weir

South Island

Capital Asset Management Manager

Phil Quinn



Health and Safety

Safety is at the heart of everything we do

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

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

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

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

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

Elective training courses are 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.

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

Risk identification

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

- CR1 Collisions
- CR2 Exposure to Hazardous Substances
- CR3 Insecure Loads, Trucks, Stacks and Storage
- CR4 Loss of Control
- CR5 Exposure to Uncontrolled Energy
- CR6 Electricity/Arc Flash
- CR7 Falls from Heights
- CR8 Overcome by Fumes or Gases
- CR9 Threatening Behaviour
- CR10 Drug or Alcohol Impairment
- CR11 Fire/Explosion
- CR12 Accidental Firearm Discharge
- CR13 Drowning

SLAM to be safe

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

Promoting team health

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

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

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

Environment

There were no significant environmental events during 2021. A significant event is permanent/ material damage to the environment requiring ongoing remediation and monitoring with regulatory involvement and possible further enforcement action.

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 2021 Employee Health and Safety Results:

Type	Count	Rate
Fatalities as a result of work-related injury or ill health	0	0
High-consequence work-related injuries or ill health (excluding fatalities)	2 (Lost Time Injuries - LTI)	LTIFR = 1.2
Recordable work-related injuries or ill health	265 (First Aid Treatments (FAT) = 259, Medical Treatment Injuries (MTI) = 6)	MTIFR = 1.8 TRIFR = 3.0
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 2021 Employee 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)	2 (Lost Time Injuries = LTI) 1 (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.

Team in numbers

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

Employment Type	Total
Permanent Contract	1474
Temporary Contract	25
Casual	11
Owner Driver	158
Total	1670

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

Employment contract	Male	Female	Total
Permanent	1095	337 + 2 (preferred not to answer)	1474
Temporary	6	5	11
Casual	15	10	25
Total	1116	394	1510

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

Employment contract	Male	Female	Total
Full-time	1080	356 + 2 (preferred not to answer)	1438
Part-time	30	31	61
Casual	6	5	11
Total	1116	394	1510

4% of WM's total employees are covered by collective bargaining agreements. Note, this data was compiled from our payroll system.

Appendix i: GRI General Disclosures Index:

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

Disclosure	Name	Description and/or page number
General Disclosures		
102-1	Name of organisation	Waste Management NZ Limited Pg. 23
102-2	Activities, brands, products and services	About Waste Management – Operations Pg. 21,23
102-3	Location of headquarters	318 East Tamaki Rd, East Tamaki, Auckland, NZ Pg. 23
102-4	Location of operations	About Waste Management – Operations Pg. 21
102-5	Ownership and legal form	About Waste Management – Ownership Pg. 23
102-6	Markets served	About Waste Management – Operations Pg. 21
102-7	Scale of the organisation	Appendix iv Team in numbers Pg. 27
102-8	Information on employees and other workers	Appendix iv Team in numbers Pg. 27
102-9	Supply chain	About Waste Management – Supply Chain Pg. 22
102-10	Significant changes to the organisation and its supply chain	i. About Waste Management – Operations Pg. 21 ii. No changes to report in 2021 iii. No changes to report in 2021
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. 22
102-13	Membership of associations	About Waste Management – Memberships Pg. 22
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. 6
102-18	Governance structure	About Waste Management – Governance Pg. 23
102-40	List of stakeholder groups	About Waste Management – Stakeholder engagement Pg. 22
102-41	Collective bargaining agreements	Appendix iv Team in numbers Pg. 27
102-42	Identifying and selecting stakeholders	About Waste Management – Stakeholder Engagement Pg. 4, 22
102-43	Approach to stakeholder engagement	About Waste Management – Stakeholder Engagement Pg. 4, 22
102-44	Key topics and concerns raised	About Waste Management – Stakeholder Engagement Pg. 4
102-45	Entities included in the consolidated financial statements	About Waste Management – Ownership Pg. 23
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. 28
102-56	External assurance	GRI General Disclosures Index Pg. 28
103-1a	Our material issues	Pg. 3
Environmental Topic Disclosures		
305-1	Direct (Scope 1) GHG emissions	About Waste Management – Emissions in 2021 Pg. 9
305-2	Energy indirect (Scope 2) GHG emissions	About Waste Management – Emissions in 2021 Pg. 9
305-3	Other indirect (Scope 3) GHG emissions	About Waste Management – Emissions in 2021 Pg. 9
305-5	Reduction of GHG emissions	About Waste Management – Emissions in 2021 Pg. 9
307-1	Non-compliance with environmental laws and regulations	No significant fines or non-monetary sanctions for Pg. 26 non-compliance.
Social Topic Disclosures		
403-1	Occupational health and safety management system	About Waste Management – Health and Safety Pg. 26
403-2	Hazard identification, risk assessment, and incident investigation	About Waste Management – Health and Safety Pg. 26
403-5	Worker training on occupational health and safety	About Waste Management – Health and Safety Pg. 26
403-8	Workers covered by occupational health and safety management system	Appendix iii Health and Safety results Pg. 27
403-9	Work-related injuries	Appendix iii Health and Safety results Pg. 27
403-10	Work-related ill health	Appendix iii Health and Safety results Pg. 27

Appendix ii: Material issues defined

Waste Management worked to identify the future sustainable material key issues for us by engaging with a wide cross-section of both internal and external stakeholders. 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. After our stakeholder engagement exercise, more than 50 of Waste Management's leaders reviewed and assessed the identified issues to consider their impact on our business.

Our internal stakeholders' interviews included people in roles such as drivers, executives across all business segments, customer facing leaders, operations managers, environmental managers and a graduate. The conclusions were then calibrated with feedback from a range of 50 leaders across all functions of our business from sales, marketing, operations, design, logistics and finance.

Our external interviews included a good sample of key stakeholders including:

- Current customers from our commercial, technical services and municipal segment.
- A customer who had chosen to cancel their service in the municipal segment.
- Neighbours to our facilities including the principal of a school neighbouring a landfill and a local iwi neighbouring our oil recovery business.
- A key supplier who recruited key labour for us.
- A community representative that resides close to our largest landfill.
- High school students to get the voice of future generations from ethnically diverse communities.

Short name	Key Theme	Description
Brand	Our Customers	Waste Management is seen as a company that works proactively to achieve its customers' waste, recycling and sustainability 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.

Disclosure	Name	Description and/or page number
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).
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.



Any queries or feedback on this report contact
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