

JANUARY 2017 — JUNE 2018

Reconciliation Action Plan



ACKNOWLEDGEMENT OF COUNTRY

Cleanaway acknowledges the Traditional Owners of the land on which we operate and in the communities in which we exist.

We pay our respect to all Aboriginal and Torres Strait Islander peoples. We are proud to pay our respect to Elders past, present and future for they hold the traditions and the culture, and together we hold the hopes of a truly reconciliated Australia.

Our Mission & Vision

Our Mission is to make a sustainable future possible – for our shareholders, our customers and our communities and, in particular, our Aboriginal and Torres Strait Islander peoples.

A key and critical part of this mission is ensuring that we value and support inclusion and diversity throughout our workforce and that we do so sustainably.

Our corporate Vision is for Cleanaway to be a market leader in waste management, industrial and environmental services. We leverage our expertise, assets and infrastructure to deliver on our commitments. We are an employer of choice and we generate superior value and sustainable solutions for our customers, communities and shareholders.

Our business

Cleanaway provides all customers with tailored and integrated environmental waste services and industrial solutions. Cleanaway's philosophy is that all waste is a resource and our aim is to incorporate recovery, recycling and reuse in all our operations.

We are a publicly listed ASX200 company, achieving strong growth through both organic expansion and strategic acquisition. With a long history of over fifty years, we now provide over 300 products and services from more than 180 sites nationally.

We have the largest fleet, with more than 2500 heavy vehicles, and our customers are serviced by a service focused workforce that is both trade and professionally qualified totalling more than 4,000 employees spread across Australia.

Cleanaway currently has 28 employees who identify as Aboriginal and Torres Strait Islander.

Cleanaway is a modern, dynamic and driven industry leader in total waste management, industrial and environmental services.



Our vision for reconciliation

Cleanaway is committed to reconciliation between Aboriginal and Torres Strait Islander peoples and other Australians.

Cleanaway endorses the vision of a nation which values Aboriginal and Torres Strait Islander heritage, cultures and peoples, and recognises their unique position as the original custodians of Australia. Cleanaway takes responsibility to ensure our business reflects the values of inclusion and diversity throughout our workforce.

We are proud of the different programs and initiatives, both underway and planned, to support Aboriginal and Torres Strait Islander peoples around Australia through our newly developed Reconciliation Action Plan (RAP).

OUR VISION

We are proud of the different programs and initiatives, both underway and planned, to support Aboriginal and Torres Strait Islander peoples around Australia.



Cleanaway CEO's statement



We are committed to building strong and authentic relationships between Aboriginal and Torres Strait Islander peoples and non-Aboriginal Australians.

It gives me great pleasure to present Cleanaway's first Reconciliation Action Plan (2017-2018), a significant and timely step forward, given our growing operations and work with local communities across the country.

I wholeheartedly believe that the success of our business relies on the strength of our team. We are fortunate to have many diverse cultures already represented across our business. We believe in diversity – diversity of culture; thought; perspective; and experience. As we continue to recognise the extended value that

diversity brings to our business, we celebrate each employee and their unique contribution to Cleanaway.

At Cleanaway, we also believe in partnership and innovation – an attitude which carries to our engagement with the Traditional Owners of the lands on which we operate. We have already identified opportunities to collaborate with a number of Aboriginal and Torres Strait Islander communities, and are committed to creating new opportunities for business development, training and employment, to contribute in a meaningful way to closing the gap.

Our Reconciliation Action Plan (2017-2018) will focus on three core areas, which we see as being the foundation stones for our reconciliation journey:

Firstly, we are committed to building strong and authentic relationships between Aboriginal and Torres Strait Islander peoples and non-Aboriginal Australians. Working in partnership in order to facilitate lasting change, we will seek to celebrate the very real contribution of Aboriginal and Torres Strait Islander peoples, both within our business, and within the broader Australian community.

Secondly, we recognise and respect the connection between Aboriginal and Torres Strait Islander peoples and their land. One of the foundational building blocks of lasting cultural change is to build genuine awareness and respect. We believe that by working with our team across the country to actively foster this awareness and respect, we can begin to affect real change within the communities in which our people live and work.

And finally, as a significant employer across Australia, we recognise that we have a responsibility to provide

opportunities for both employment and training for Aboriginal and Torres Strait Islander peoples and communities. This includes helping more Aboriginal and Torres Strait Islander peoples prepare to join the workforce and find suitable employment opportunities; better supporting Aboriginal and Torres Strait Islander employees within the Cleanaway team; and looking for opportunities to better support Aboriginal and Torres Strait Islander businesses across the country.

In launching our Reconciliation Action Plan (2017-2018) we acknowledge

that this is only the first official step on our journey toward reconciliation, and it is one that I am very proud to champion. It is a vital contribution toward building a stronger Australian community – and an important part of our commitment to making a sustainable future possible.

VIK BANSAL
CEO AND MANAGING DIRECTOR
CLEANAWAY

Reconciliation Australia CEO's statement



Reconciliation Australia congratulates Cleanaway on the endorsement of its first Reconciliation Action Plan (RAP), which will build the foundations for the relationships, respect and opportunities essential to reconciliation.

This Reflect RAP will assist Cleanaway to develop a solid RAP governance model and build the business case for future commitments to cultural learning, practising cultural protocols, and promoting Aboriginal and Torres Strait Islander employment.

In its first RAP, Cleanaway has demonstrated its dedication to develop and strengthen relationships

with key Aboriginal and Torres Strait Islander peoples, communities and organisations. This is shown in its commitment to provide sponsorship to an Aboriginal and/or Torres Strait Islander-led event annually.

Commitment to showing respect and understanding for Aboriginal and Torres Strait Islander peoples, histories and cultures is demonstrated in Cleanaway's RAP through its actionable goal to include a Welcome to Country or Acknowledgement of Country in all major internal events.

Cleanaway's dedication to providing opportunities and employment

pathways for Aboriginal and Torres Strait Islander peoples is communicated through its commitment to develop a procurement strategy committed to partnering with Aboriginal and Torres Strait Islander-owned businesses.

On behalf of Reconciliation Australia, I commend Cleanaway on your inaugural RAP, and look forward to following your ongoing reconciliation journey.

JUSTIN MOHAMED
CHIEF EXECUTIVE OFFICER
RECONCILIATION AUSTRALIA

Cleanaway has demonstrated its dedication to develop and strengthen relationships with key Aboriginal and Torres Strait Islander peoples, communities and organisations.

Our Reconciliation Action Plan



Our Reconciliation Action Plan cements our commitment, provides direction and clarity around expectations and achievements, and builds reconciliation into day-to-day business.

Cleanaway wants to actively contribute to closing the gap between Aboriginal and Torres Strait Islander peoples and non-Aboriginal Australians. By establishing our RAP, we have provided structure and targeted priorities for our approach to reconciliation.

We are looking to create opportunities for Traditional Owners to be a part of the economic growth of the Australian

community and within our industry, whether it's opening doors to new markets, or building on existing relationships.

By acknowledging Country and Traditional Owners, building our dynamic and diverse workforce, and advocating for reconciliation leadership in business, we're working towards a more tolerant, respectful society as a whole.

OUR RECONCILIATION JOURNEY

Our RAP will ensure that all Cleanaway employees are aware of the expectations and obligations around building sustainable and progressive relations between Aboriginal and Torres Strait Islander peoples and non-Aboriginal Australians. As we share our RAP broadly across Cleanaway, employees will gain a clearer understanding of Aboriginal culture and traditions as well as understanding how to positively manage cultural differences.

The success of our business relies on the strength of our team. We are fortunate to have many diverse cultures already represented across Cleanaway. In launching our RAP, we are making a vital contribution towards building a stronger Australian community – another important part of our commitment to making a sustainable future possible.

OUR RAP DEVELOPMENT TEAM

- Vik Bansal
CHIEF EXECUTIVE OFFICER AND MANAGING DIRECTOR
- Johanna Birgersson
EXECUTIVE GENERAL MANAGER – HUMAN RESOURCES
- Reg Yarran
NATIONAL ABORIGINAL ENGAGEMENT ADVISOR
- Alison Chalmer
HEAD OF MARKETING AND COMMUNICATIONS
- David Williamson
GENERAL MANAGER SOLID WASTE SERVICES – WA
- Travis Beasland
BUSINESS DEVELOPMENT MANAGER – MINING, OIL & GAS

OUR RAP CHAMPIONS

- Vik Bansal
- Johanna Birgersson
- Reg Yarran
- Alison Chalmer
- Travis Beasland
- Dan Last
- Fred Nijffels
- Richard Pittard
- Daniel Lewkowicz
- Phil Turner
- Kellie Acosta
- Dave Mulder
- Darren Edis
- Mick Satsangi
- Gary Buckland
- Westley Trist
- Penny Creswell
- Paul Grentell
- Brendan Morgan
- Dorothy Patrick

Reconciliation engagement

As Cleanaway moves forward in developing our RAP, we will increase our involvement and participation with Aboriginal and Torres Strait Islander communities along with our customers and the wider community.



We will work towards realising a meaningful positive impact on heritage sites within and around Aboriginal and Torres Strait Islander communities.

As leaders in waste management we have the opportunity to directly impact how our communities care for the environment, and can contribute to the protection of our heritage sites. Through education and sustainability leadership we can help communities manage and understand waste, teaching strategies to reduce, recover, recycle and reuse.

Throughout our journey of reconciliation, Cleanaway will pursue meaningful processes to help ensure our employees embrace the diversity and values of the Aboriginal and Torres Strait Islander culture and history.

The team at Cleanaway have already identified many opportunities for collaboration with members of the Aboriginal and Torres Strait Islander peoples and communities. We will seek to engage with local Traditional Owner groups, develop Aboriginal and Torres Strait Islander business opportunities and individual mentoring relationships

with new Aboriginal and Torres Strait Islander employees. We are inspired by these new opportunities to work and learn together with all Aboriginal and Torres Strait Islander peoples.

To facilitate the RAP intent and implementation, a RAP Champion Working Group will be developed. The RAP Champions will be chaired by the CEO and they are responsible for ensuring our commitment is translating into successful reconciliation outcomes by ensuring clear ownership of tasks and deliverables throughout the RAP.

Together, Cleanaway will form a network of active voices across the country with all Aboriginal and Torres Strait Islander peoples who will contribute to deliver on Cleanaway's vision for reconciliation.

This RAP has been developed with the support and guidance of Reconciliation Australia and local Aboriginal and Torres Strait Islanders in the community.



TIMING

Engagement, education, awareness and activity planning will commence from July 2016, with the formal launch of Cleanaway's RAP during the first half of 2017. These actions are a positive step towards our commitment within our business, and in fostering reconciliation in the broader Australian community.

Our RAP will be reviewed annually, and updated as needed to reflect progress and priorities.



Relationships

Cleanaway is committed to building authentic relationships that facilitate change between Aboriginal and Torres Strait Islander peoples and non-Aboriginal Australians.

This brings with it a responsibility to ensure that we believe and behave in alignment with our values of diversity and inclusion, and that we contribute as individuals and as one Cleanaway to ensure equality and reconciliation across the community.

FOCUS AREA

Cleanaway will focus on this area of relationships by developing a RAP Champion Working Group and ensuring authentic and sustainable relationships are built with Aboriginal and Torres Strait Islander peoples at work and within their communities.

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
Establish a national RAP Champion Working Group to facilitate and monitor the implementation of our RAP	CEO	June 2017	Establish an internal RAP Champion Working Group that meets twice annually
	EGM Human Resources	June 2017	RAP Champion Working Group to monitor our RAP development, including the implementation of actions, tracking progress, responsibility and reporting to Reconciliation Australia and the Board
Develop our Cleanaway brand to include appreciation and respect to the culture of Aboriginal and Torres Strait Islander peoples through their art and story lines	EGM Human Resources	June 2017	Develop the Cleanaway brand to include our commitment to Aboriginal and Torres Strait Islander culture through a genuine piece of artwork purposely created to align and support our mission of making a sustainable future possible for our shareholders, our customers and our communities and in particular, our Aboriginal and Torres Strait Islander peoples
	EGM Human Resources	June 2017	Develop and integrate marketing and communication materials celebrating and sharing our artwork and the story lines and acknowledging the artist
Build new and maintain established relationships with Traditional Owner groups, Aboriginal and Torres Strait Islander businesses and communities through sponsorship or events to strengthen relationships	EGM Human Resources	June 2017	Develop awareness through cultural immersions and other events for staff within Aboriginal and Torres Strait Islander communities and/or associations
	EGM Human Resources	June 2017	Develop relationships with key Aboriginal and Torres Strait Islander communities to promote, educate and raise cultural awareness within Cleanaway
	EGM Enterprise Services	June 2017	Establish strategic partnerships/relationships with reputable Aboriginal and Torres Strait Islander businesses aligned to supporting mutual commercial opportunities
	EGM Human Resources	Annually	Provide sponsorship to an Aboriginal and Torres Strait Islander event across the nation or within a nominated region
Celebrate the achievements and activities of Aboriginal and Torres Strait Islander peoples throughout Cleanaway, internally and externally	EGM Human Resources	June 2017	Celebrate Aboriginal and Torres Strait Islander peoples' achievements and activities throughout Cleanaway, internally and externally
	EEGM Human Resources	June 2017	Develop internal and external communications to provide awareness to our employees, customers and to the communities in which we operate on our achievements along with all Aboriginal and Torres Strait Islander peoples' involvement.



Respect

Cleanaway acknowledges and recognises the connection that Aboriginal and Torres Strait Islander peoples have to their land and understand that respect for culture remains a major focus in Aboriginal and Torres Strait Islander communities.

Cleanaway aims to develop a culturally competent workplace and show respect to cultural traditions of the local community as part of making a sustainable future possible.

FOCUS AREA

Cleanaway will focus on this area of respect by developing and implementing a cultural awareness program that contributes to our commitment for reconciliation, encouraging diversity and inclusion, and celebrating respect.

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
Engage our employees in understanding the protocols around Welcome to Country, Acknowledgement of Country and other ceremonies to ensure there is shared meaning behind the ceremonies	EGM Human Resources	June 2017	Develop, implement and communicate a cultural protocol document for Cleanaway around Welcome to Country and Acknowledgement of Country
	Enterprise Leadership Team	June 2017	Acknowledge Traditional Owners of the land on which our Cleanaway offices operate through presentations and toolbox meetings
	Enterprise Leadership Team	June 2017	Invite Traditional Owners to deliver Welcome to Country
	Enterprise Leadership Team	June 2017	All internal major events will include a Welcome to Country or Acknowledgement of Country
Develop and provide cultural learning opportunities to increase understanding and appreciation of different cultures including Aboriginal and Torres Strait Islander traditions and cultures	CEO	June 2017	Sponsor the facilitation of face-to-face cultural awareness training for the Board, ExCom and ELT teams
	EGM Human Resources	June 2018	Develop and implement cultural awareness including unconscious bias training for all employees through face to face, online and other mediums
	EGM Human Resources	June 2018	Ensure the effectiveness of the cultural awareness program is evaluated through feedback surveys or toolbox meetings to ensure continuous improvement and to refine and enhance the program
Recognise and participate in significant events such as NAIDOC Week, National Reconciliation Week, and National Sorry Day	CEO	Annually	Engage in at least one event for NAIDOC week in all Australian states, internally and/or externally
	Enterprise Leadership Team	June 2018	Provide opportunities for employees to engage and participate in community activities across the nation Through the support of the state/territory RAP champions, Cleanaway will promote NAIDOC Week including educating employees about the meaning behind the celebration.



Opportunities

Cleanaway will ensure all promotions of employment opportunities to Aboriginal and Torres Strait Islander peoples.

Cleanaway aims to ensure that our Aboriginal and Torres Strait Islander workforce is supported, engaged and provided with improved opportunities for career and skills development.

Cleanaway will also recognise the importance of educational programs in helping young and unskilled Aboriginal and Torres Strait Islander peoples to prepare for the workforce.

FOCUS AREA

Cleanaway will focus on this area of opportunities by developing a recruitment and retention strategy that encompasses employment, training, mentoring and support programs. Facilitating Aboriginal and Torres Strait Islander business opportunities through the supply chain will also be a key focus.

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
Develop and raise awareness of our Aboriginal and Torres Strait Islander employee recruitment and retention strategy	EGM Human Resources	June 2018	Develop and implement an appropriate recruitment and retention strategy that focuses on increasing the pool of employable Aboriginal and Torres Strait Islander peoples
	EGM Enterprise Operations	June 2018	Develop strategic relationships with new and existing Aboriginal and Torres Strait Islander businesses which indirectly facilitates and supports Aboriginal and Torres Strait Islander employment
Increase employment opportunities for all Aboriginal and Torres Strait Islander peoples through providing: – Employment into a range of positions in functional and operational business units – A traineeship that is developed for unskilled Aboriginal and Torres Strait Islander peoples	EGM Human Resources	June 2017	Develop and implement appropriate traineeship program for unskilled Aboriginal and Torres Strait Islander peoples
	EGM Human Resources	June 2018	Increase the number of Aboriginal and Torres Strait Islander employees in our workforce in accordance with targets set
	EGM Human Resources	Annually	Ensure the Aboriginal and Torres Strait Islander employment strategy is reviewed throughout the life of the RAP
Facilitate the engagement and retention of current Aboriginal and Torres Strait Islander employees working at Cleanaway	EGM Human Resources	June 2017	Establish an Aboriginal and Torres Strait Islander buddy program for all new and existing employees
	EGM Human Resources	June 2018	Engage in mentoring along with Elders from the Traditional Owner groups
	EGM Human Resources	June 2018	Develop succession plans in line with job and training plans for all Aboriginal and Torres Strait Islander employees
Engage in Aboriginal and Torres Strait Islander strategic vendor and supplier partnerships	EGM Enterprise Services	June 2017	Develop a procurement strategy committed to partnering with Aboriginal and Torres Strait Islander owned businesses for vendor and supplier relationships
	EGM Enterprise Services	June 2017	Become a member of the Aboriginal and Torres Strait Islander business directories within each state



Tracking progress & reporting

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
The RAP is to be made available to all Cleanaway employees, Directors, contractors through the internal portal; and to the public through the Cleanaway and Reconciliation Australia websites	EGM Human Resources	June 2017	RAP available on Reconciliation Australia and Cleanaway websites
Report on RAP achievements and progress on a regular basis	EGM Human Resources	June 2017	Establish a dashboard with relevant RAP and Aboriginal and Torres Strait Islander related metrics including targets
	EGM Human Resources	June 2017	Publish internal and external report on progress against RAP milestones, including in the Corporate Governance Statement in the Annual Report and in the annual WGEA Report
	EGM Human Resources	Annually	Ensure the RAP milestone report is made available on Cleanaway and Reconciliation Australia websites
	EGM Human Resources	Annually	Provide a RAP impact measurement questionnaire feedback response to Reconciliation Australia Cleanaway will commit to review and refresh the RAP in collaboration with Reconciliation Australia 6 months prior to the expiry of this RAP, in order to advance to the next level RAP.

My Country My Community, Edikan, 2016



About the artwork

My Boodjah (Land) is the Ballardong and Whadjuk region where my Moort (family) and Koort (heart) belongs. The different coloured background represent different country Boorloo (Perth) fresh water country to the waves of salt water that embraces the connection between land and sea.

Our Elders teach the Kurlungahs (children) about sites along the river and they teach them to look after it because one day they will always return back to boodjah.

The centre circle represents waterhole that creates the community and boodjah. The old Yorgahs (women) would teach Kurlungahs the importance of protecting country and water ways that are sacred. These Elders who Yira Yarkiny (stand tall) will pass on history, song-line, language, culture and lifestyle to our next generation in our community.

EDIKAN
ARTIST

13 13 39
cleanaway.com.au

FOR GENERAL INFORMATION AND SERVICE BOOKINGS

Contact us for more information on how Cleanaway can add value to your organisation, or to arrange a visit from one of our representatives.

FOR FURTHER INFORMATION ON THE RAP PLEASE CONTACT

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National Aboriginal Engagement Advisor

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