

# Gender Pay Gap Statement 2022-2023



# Contents

A message from the CEO	1
About BINGO Industries	2
BINGO Industries' gender pay gap	3
Key factors for our gender pay gap	4
How are we addressing the gender pay gap?	6
Next steps and actions	9



## Acknowledgement of Country

In the spirit of reconciliation, we acknowledge the Traditional Custodians of Country throughout Australia and acknowledge and respect their connections to land sea and community.

BINGO acknowledges the traditional custodians whose ancestral lands and waters we operate on.

We pay respect to Elders both past and present and stand together with First Nations leaders of today and tomorrow.



# A message from the CEO



At BINGO, our vision is to achieve a waste free Australia, which means we are lifting industry standards in the waste and recycling sector and protecting our environment and communities, by diverting more waste from landfill, and finding an alternative use for it.

Central to achieving our sustainability ambitions is our people, who we call 'GOgetters'. As our business grows, we are focused on attracting highly-skilled and talented GOgetters to help us build new markets and services for our customers and stakeholders.

This can only be achieved if we create a safer and a more equitable workplace. One of the best parts of our culture at BINGO is the diversity of our GOgetters, and an important part of our team diversity is female representation. This is particularly important for BINGO as we operate in a traditionally male-dominated industry. A diverse workforce is crucial for us, as it not only reflects the communities we operate in, but also helps us build high-quality teams that can help us solve the complex challenges facing our sector. We fundamentally believe that diversity brings us more innovation, creativity, customer satisfaction and higher levels of engagement for all our GOgetters.

Currently, 18.5% of our workforce is made up of female employees, so we have more work ahead to improve the representation of women across our teams. The gender pay gap is one of the many indicators that we need to track, and it is an important one to help us identify the areas that we need to improve as an organisation in ensuring our workplaces are more equitable and supportive for all our GOgetters.

As a leader in the waste and recycling sector, BINGO is already taking action to implement several initiatives to help support our teams. For example, BINGO's current senior leadership comprises approximately 21% of women and our aim is for women to account for more than 25% of our senior leadership. Our Group Leadership Team also has diversity targets

incorporated in their short-term incentive scorecards.

Additionally, we have implemented new leadership initiatives, through our Emerging Leaders and Accelerated Leadership programs, to provide greater mentoring and career development opportunities for our GOgetters. 31 women have participated in our leadership development programs in the last 12 months. I am confident this number will continue to increase in the coming years and the mentoring and training will help improve the career mobility and representation of women across all areas of the business.

In addition, we are also creating more options for our GOgetters across our operations, to pursue permanent part time and job-sharing options, to help provide more flexible work hours. I am proud that the Women of BINGO Network has recently been created and this forum has already brought together women across our organisation to share learnings, provide proactive support, identify areas of improvement, and develop opportunities to help BINGO become a better workplace for all our GOgetters.

We have more work to do. I am personally committed to reducing the gender pay gap by developing greater incentives and pathways for women to be represented across our organisation, and providing greater opportunities for all our GOgetters, to help them achieve their goals. This is critical for BINGO, as we continue to build and attract a highly talented and diverse workforce to grow our operations and support the transition to a circular economy.

A handwritten signature in black ink, appearing to read 'Chris Jeffrey'. The signature is stylized and fluid.

**Chris Jeffrey**  
Chief Executive Officer



# About BINGO Industries

BINGO is one of Australia's leading recycling and waste management companies with operations in the building and demolition; and commercial and industrial sectors across the east coast of Australia.

Our vision is for a waste-free Australia. With a focus on transforming the recycling and waste industry, particularly in using technology and innovation to increase recycling rates and the diversion of valuable waste materials from landfill.

Our state-of-the-art processing facilities across New South Wales, Victoria and Queensland accept mixed waste that would otherwise be sent to landfill and achieve industry-leading recovery rates, creating a range of recycled materials. By diverting waste from landfill to our resource recovery and recycling centres, we are helping to drive Australia towards a circular economy.

1,323

Total employees

18.5%

Women (244)

81.5%

Men (1,079)

898,497

tonnes of material recovered in FY23

404,020

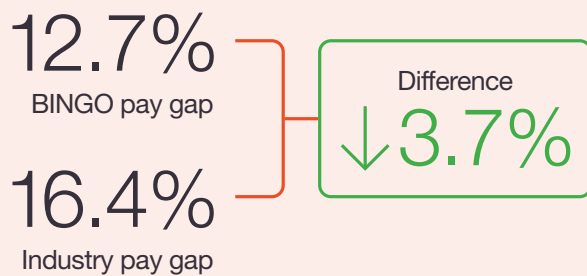
tonnes of CO<sup>2</sup> emissions abated in FY23

# BINGO Industries' gender pay gap

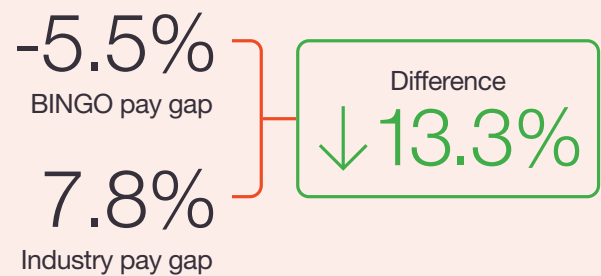
Overall, our average (mean) total remuneration gender pay gap is lower than the Electricity, Gas, Water and Waste Services industry average. However, the median total remuneration is slightly higher than the industry.

BINGO recognises this gap and we are committed to closing it. We have already implemented several initiatives within the business to increase female representation and we are facilitating equal gender participation, initiatives and opportunities.

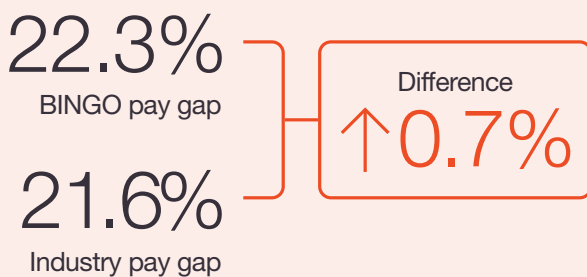
## Average (mean) remuneration



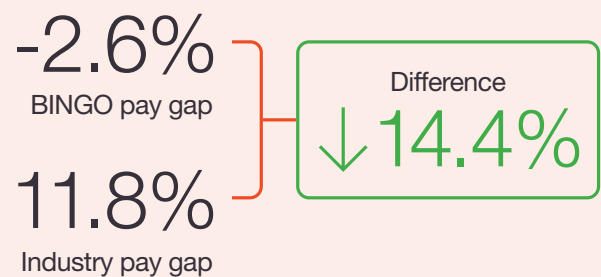
## Average (mean) base salary



## Median total remuneration



## Median base salary



## How is the gender pay gap calculated?

This reporting year, the Workplace Gender Equality Agency (WGEA) has published the median gender pay gap.

A median notes the middle point of a particular dataset. For the purpose of WGEA's reporting, the median gender pay gap is the difference between the median of what men are paid and the median of what women are paid, expressed as a percentage of the median man's earnings.\*

\*Source: *How is the gender pay gap calculated?*, The Workplace Gender Equality Agency - <https://www.wgea.gov.au/the-gender-pay-gap>

# Key factors for our gender pay gap

BINGO has noted two major factors that could be driving our gender pay gap.

## 1 Lower representation of women in traditionally male-dominated industries and roles

Like its industry counterparts in the waste and recycling industry, BINGO has seen a male dominant workforce primarily in key non-managerial and field-based roles like technicians and trade, machinery operators and drivers.

This can also be noted for clerical and administrative, professionals and sales-based functions.

There are several factors that could drive the gender pay gap for these functions, including but not limited to historical stereotypes for field-based roles, lack of role models and opportunities for training and career progression.

BINGO has already implemented several initiatives that include improving succession planning, career development, mentoring and recruitment activities. We also continue to evaluate our promotion, pay and performance results to help identify sources for gender pay equality issues.

In terms of paid parental leave, BINGO will also continue to contribute the superannuation guarantee rate based on ordinary hours of work, on behalf of a team member for up to 12 months.

BINGO is also proactive through its respective waste and recycling industry associations, in supporting greater training and advocacy encouraging women to join the industry.

### CASE STUDY #1

## More women seek to operate heavy machinery at BINGO

Chloe at BINGO's Kembla Grange site changed gears when she started her role as a mobile plant operator after having completed her formal upskilling training provided by BINGO's Training & Capability team.

Chloe first joined BINGO as weighbridge operator and was always interested in learning more about the heavy operations at our site.

"As I didn't have any previous mobile plant experience, the Training & Capability team supported my interest in machine operations by offering me training and upskilling opportunities.

"After obtaining my Statement of Attainment (SOA) and Verification of Competency (VOC) in skidsteer operations, I advanced to learning how to operate the large L150H loader.

"An opportunity arose for me to move into a fulltime loader operation role, which meant more intense training to obtain my SOA in loader operations. I'm excited about the opportunities that still lie ahead of me here at BINGO," Chloe said.



Chloe will continue to receive mentoring and development in loader operations. BINGO is proud to see all GOgetters embrace our learning and upskilling opportunities. We will also continue to improve the learning and career development opportunities for women at BINGO to operate heavy machinery at our sites.

## 2 Improving the representation of women in leadership roles

BINGO's gender diversity targets aim for women to account for more than 25% of senior leadership.

Additionally, BINGO has implemented tailored leadership programs, including rolling out a new Emerging Leaders Program and Accelerated Leadership Program, provide mentoring and support for the next generation of leaders in the industry. 31 women have participated in our leadership development programs in the last 12 months.

Whilst BINGO has comparatively performed better than its industry counterparts in terms of pay gap for Managers and Key Management Personnel, we recognise that the gap is larger for our non-managerial roles, particularly for some of our frontline GOgetters.

One way we are addressing this is providing more leadership support and opportunities for our non-managerial team members,



particularly through mentoring opportunities in our leadership programs. Enhancing lateral development opportunities like our BINGO Driver Academy program is aimed at assisting many of our female frontline team members to learn new skillsets and help improve their career mobility within the organisation.

### CASE STUDY #2

## Recognition for our women leaders

One of the highlights from the recently held Waste Innovation and Recycling Awards, was the recognition of our one of our leaders, Shiloh Ainuu.

Shiloh's story and career progression within BINGO, is an example of how the industry has evolved and continues to improve in providing opportunities for women to pursue a career in the waste management and recycling industry.



Shiloh is a well-respected leader at BINGO, and she runs an integral function in our operations. Some of Shiloh's achievements are the design and project management of the construction and implementation of six remotely operated Weighbridges, allowing BINGO to service customers 24 hours, six days a week.



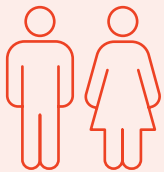
She has also project-managed improvements to our major recycling facility, Material Processing Centre 2 (MPC2) that saw a 10% increase of recycling rates, and she led a committee of eight people, overseeing more than 250 actions from tip floor improvements, maintenance, contractual plant improvements, training improvements, to automated settings.

Shiloh's leadership has received wide praise from our teams and stakeholders, particularly for creating opportunities for our GOgetters seeking mentoring and career development opportunities.

# How are we addressing the gender pay gap?

BINGO is consciously working across all business areas to improve our gender equity outcomes, enhancing our policies and targets and implementing several initiatives that will improve opportunities for all people in our organisation.

## Leadership



BINGO's gender diversity targets aim for women to account for more than 25% of our senior leadership.



Our Group Leadership Team also have diversity targets incorporated in their short-term incentive scorecards.

## Parental leave policy



In line with government paid parental leave legislation, BINGO will also continue to contribute the superannuation guarantee rate based on ordinary hours of work, on behalf of a team member for up to 12 months.

## Career pathways



Implementing further training and development opportunities, through our leadership programs and other initiatives like the Driver Academy program.



Our Learning Management System has recently been updated, offering all GOgetters more than 600 online training courses to support the development of new skills in line with career development goals. These courses are separate from the technical courses and cover topics such as project management, diversity, leadership and communication skills.

## Flexible workplace options



Creating more options for our GOgetters across the organisation to pursue permanent part time and job-sharing options, to help provide more flexible work hours.



## Safety



Enhancing our 'Zero Harm' safety framework for our teams and stakeholders, by introducing the Control Focus Approach (CFA) program. This is designed to prevent serious injuries and fatalities by establishing critical controls at our operational sites and monitoring their effectiveness.

## Mental health support



Launch of Sonder, an employee wellbeing application across the organisation which can be accessed by GOgetters and their families. This is a confidential service and the service is available 24/7 for all team members.

## Speak Up policy



BINGO has also updated its "Speak Up" policy to provide GOgetters a safe pathway to report concerns about suspected misconduct or unethical behaviours.

## Equal pay



We will continue to review our reward frameworks and incentive structures, to help reduce the gender pay gap, particularly for our frontline roles.

## Inclusive culture



BINGO Women's Network and our CEO's International Women's Day roundtables have been successful in building a dialogue between our GOgetters and leaders to identify opportunities and challenges facing women and men in our workplace.



### CASE STUDY #3

## Our “One Team, One Family” culture



### McGrath Foundation

BINGO has been a proud supporter of the McGrath Foundation since 2014. In 2023, our WIN PINK raffle initiative saw our employee networks and stakeholders help raise over \$210,000 for the McGrath Foundation to fund a Breast Care Nurse in Western Sydney.



### International Women's Day CEO Roundtables

For three years running, BINGO has hosted International Women's Day CEO roundtables, which has facilitated proactive dialogue between teams and share experiences and learnings that can build a more equitable workplace.

### Women of BINGO Network

BINGO has recently established a Women of BINGO network, to provide further learning opportunities, mentoring and proactive support for all women at BINGO. The network has already invited guest speakers and leaders from non-traditional industries to share their experiences and learnings, and help implement learnings that can make BINGO a better workplace, where all women regardless of role, can thrive and be successful.



# Next steps and actions

BINGO is committed to improving its gender equity pay across the organisation. We will continue to improve our current initiatives and continually monitor our policies and strategies, to reduce the gender pay gap.

Some of the key actions that BINGO will pursue to achieve this include:

1. Conducting regular employee engagement surveys. We directly seek feedback from our workforce on how to improve their employee experience with us, and feedback on their remuneration and incentives. We will continue to improve this framework, to help strengthen our policies, remuneration and incentives structure.

Our last annual engagement survey in 2022 (run every two years), noted a 75% favourable (positive) engagement score from our female workforce, which was higher than the company average of 74% and male workforce score of 73%.

2. Proactive engagement and dialogue with all GOgetters, in building an inclusive culture and ensuring the benefits of gender equity experienced by all members of the organisation.
3. Building upon our existing training, development and mentoring programs, to help our employees grow their skillsets, which will also assist in career mobility across the organisation and industry.
4. Enhancing the capturing and reporting of data from across the business areas, to better identify sources for gender pay gap and to help strengthen our policies and frameworks.
5. Reviewing our talent acquisition processes, developing key performance indicators for shortlisting candidates and reviewing remuneration and other pay incentive frameworks.





BINGO Industries Limited  
305 Parramatta Road  
Auburn NSW 2144  
[www.bingoindustries.com.au](http://www.bingoindustries.com.au)  
1300 424 646