



Think Forward • Act Now

Sustainability Strategy

2022/2023 – 2026/2027

A Message from the EMRC'S CEO

MARCUS GEISLER



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The Eastern Metropolitan Regional Council's (EMRC) Sustainability Strategy has been developed to ensure that programs and services are being delivered in alignment with the strategic priorities of EMRC's key stakeholders.

The newly adopted Sustainability Strategy is used to drive operational activities and is aligned to our priorities throughout the EMRC.

Council endorsed the EMRC Strategic Review in June 2021. This review was built on multi-stage stakeholder engagement and an understanding of the evolving waste management market in Western Australia. The Strategic Review undertaken in 2020/2021 identifies the overarching vision and goals that the EMRC Council aspires to achieve.

Sustainability is a core pillar in the EMRC's operation and through this strategy, we will continue to move forward as a leader in community change and action.

A handwritten signature in black ink, appearing to read 'Marcus Geisler'.

Marcus Geisler

Chief Executive Officer







Introduction



The Eastern Metropolitan Regional Council (EMRC) is a forward thinking regional local government representing the interests of five-member Councils in Perth’s Eastern Region.

Incorporated under the Local Government Act 1995, we provide strength in our partnerships with the Town of Bassendean, City of Bayswater, City of Kalamunda, City of Swan, and Shire of Mundaring to build a sustainable community for current and future generations.

We are committed to being a leader in sustainability by:

- Defining a Sustainability Strategy, which drives forward thinking throughout Perth’s Eastern Region
- Incorporating our sustainability vision and goals into our foundations
- Establishing realistic targets to meet local, state, national and international sustainability objectives

This Sustainability Strategy will allow us to meet the needs of our Member Councils while providing sustainable solutions for future generations.

Strategic Alignment



Our Sustainability strategy has been drafted in alignment with our strategic review, local, state, national and international drivers.

The EMRC Strategic Review

We conducted a strategic review which was endorsed by council, August 2021. The strategy identified that it should “focus on delivering waste, resource recovery and sustainability services, capitalising on its existing capabilities and infrastructure to act as an industry leader in resource recovery”.

The objective of the strategic review is to leverage off our current operational capacity to deliver valuable services to member councils, their communities, and the Eastern Metropolitan region by:

- Delivering industry leadership focusing on resource recovery aspects of a circular economy through physical infrastructure and support services
- Participation in industrial programs to create a symbiosis between waste and material streams regionally and optimise resource recovery
- Providing shared services for member councils in urban environmental management, and waste education
- Achieving net zero carbon by 2040 (e.g., renewable alternatives at waste processing facilities)



National and State Drivers

Historically, cheap fossil fuels, low-cost landfill, a perceived abundance of space, and a commercial sector that has often lobbied against sustainability focussed legislation, has influenced the development of the waste management landscape. This has led to unsustainable waste management, both locally and nationally, with significant tonnages of waste landfilled and limited resource recovery initiatives when compared with other regions.

With a shift in national and state policy, we have created this Sustainability Strategy to respond to this shift.

The key national and state drivers integrated into the strategy are:

- **Western Australian Climate Policy** – Our Sustainability Strategy embraces the state objective of enhancing climate resilience and transitioning to low carbon emissions. We are contributing to these overall objectives through initiatives in building a resilient Eastern Metropolitan region, reducing our carbon emissions and providing circular solutions for government leadership initiatives.
- **Waste Avoidance and Resource Recovery Strategy 2030** – Through our waste management and resource recovery services, we are well positioned to drive the change required to support the achievement of each strategic target outlined in the strategy. Our detailed action plan will provide the mechanisms to avoid, recover and protect through environmentally focused waste management solutions and circular economy leadership
- **2018 National Waste Policy** – Similar to Western Australia's Waste strategy, this policy focuses on circular economy initiatives such as supporting investment in infrastructure, circular economy-related innovation, market development, behavioral change programs and physical waste recovery/recycling facilities. Our Sustainability Strategy has circular economy initiatives at the core of future decision making to drive change from the ground up. Each of our objectives have integrated circular economy-based principles and are supported by our detailed action plan.

Other national and state policies considered during the formation of this Sustainability Strategy include:

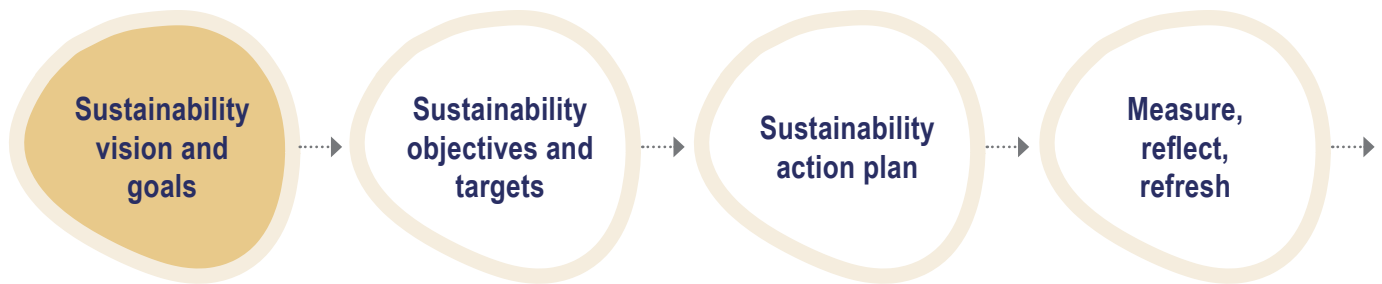
- Waste Avoidance and Resource Recovery Strategy Action Plan 2030 (WA)
- National Waste Policy Action Plan (2019)
- Action Plan for Sustainable Procurement (2020)
- Australian Government Waste and Recycling Reduction Bill (2020)
- COAG Waste Export Ban (2020)
- CSIRO National Circular Economy Roadmap for plastics, glass, paper and tyres (2021)
- National Plastics Plan (2021)
- National Soil Strategy Australia (2021)
- CSIRO - Circular Economy: a CSIRO roadmap to unlock future growth opportunities

United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) provide an international framework for consideration of sustainability matters. This international standard is agreed to and endorsed by the Australian Government, with numerous examples of the SDGs being applied to national and state strategies.

Accordingly, we have aligned aspects of our Sustainability Strategy with the SDGs where possible.

Our Sustainability Vision



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In 2020/2021 we undertook an organisational strategic review, which addressed forecasted significant changes in the waste management market and sought to realign our core business operations. This review identified five strategic pillars that are intertwined with our operational foundations. Our Sustainability Strategy directly links with the outcomes of this strategic review, focusing on the first pillar, sustainability:



Our Strategic Vision

The EMRC focuses on delivering waste, resource recovery and sustainability services, capitalising on its existing capabilities and infrastructure to act as an industry leader.

Vision



Sustainability

Business Model


Market & Services

Financial Resilience

Governance

Informed by member councils and stakeholders

EMRC operational foundation: HR, IT, finance, culture, procurement, marketing and stakeholder communication

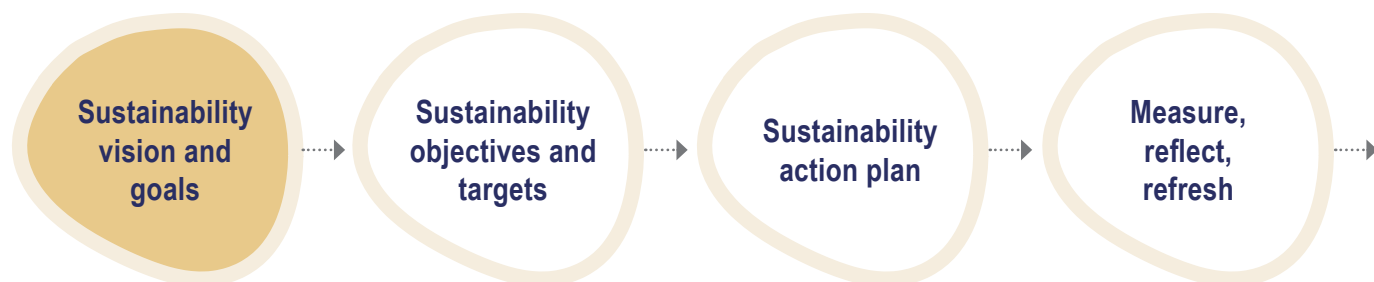


Our Sustainability Vision

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**Promoting
sustainable waste
management and
a transition to a
circular economy**

Our Sustainability Goals



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To support our sustainability vision, four goals have been identified by reviewing previous organisational sustainability activities and to align with the goals set out in the Strategic Review. These goals will be used to develop specific objectives and targets for measurement of performance moving forward.





**Demonstrate
circular
economy
leadership:**

We will use our experience to provide circular based resource recovery solutions for Perth's Eastern Region and act as a knowledge hub for waste avoidance strategies.

**Respond to
a climate
emergency:**

We will reduce our carbon impacts to achieve net zero and understand the risks associated with climate change to Perth's Eastern Region.

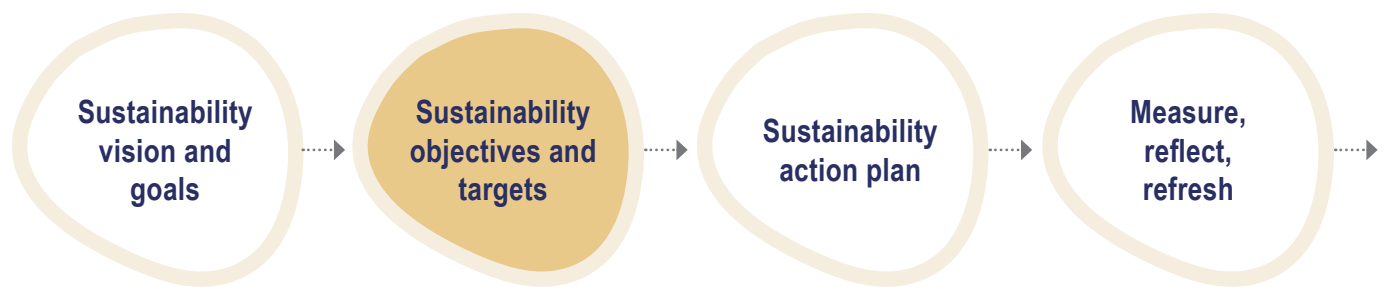
**Reduce our
environmental
impact:**

We will lead by example by reducing our environmental impacts through efficient operations, forward thinking, and supporting circular and sustainability initiatives in the region.

**Create
value in the
community:**

We will establish and support projects in the community that create social value from a residential level through to commercial levels.

Our Objectives and Targets















Through a workshop with key internal leaders and stakeholders, five areas of influence were identified as being in alignment with the United Nations Sustainable Development Goals (SDGs). These areas of influence were chosen with representation from each of the four business groups and all five members of the executive leadership team.



To support our four goals and leverage off these areas of influence, twelve sustainability targets have been identified as shown by our circular sustainability model:



Demonstrate circular economy leadership	Respond to a climate emergency	Create value in the community	Reduce our environmental impact
We will use our experience to provide circular based resource recovery solutions for Perth's Eastern Region and act as a knowledge hub for waste avoidance strategies.	We will reduce our carbon impact to achieve net zero and understand the risks associated with climate change to Perth's Eastern Region.	We will establish and support projects in the community that create social value from a residential level through to commercial levels.	We will lead by example by reducing our environmental impacts through efficient operations, forward thinking, and supporting circular and sustainability initiatives in the region.
Enabling circular economy initiatives through advocacy networks by 2025 	Infrastructure adaptation and education by 2030 	Community based source separation initiatives by 2027 	Regional urban programs implemented 
80% recovery of waste generated in the region by 2030 	Below zero carbon emissions by 2040 	Use of recovered materials in the region by 2040 	Contribute to a decrease in illegal waste disposal by 2040 
Recover 80% of material generated at all EMRC operated sites by 2040 	Sustainability integrated into management processes 	Increased participation in behaviour change programs 	Revise EMRC wide environmental management system 

Executive Leadership Team Sustainability Key Objectives

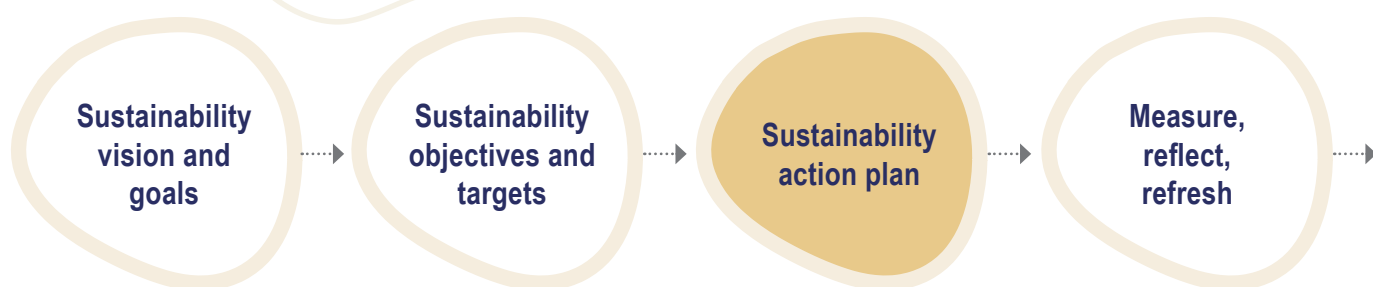
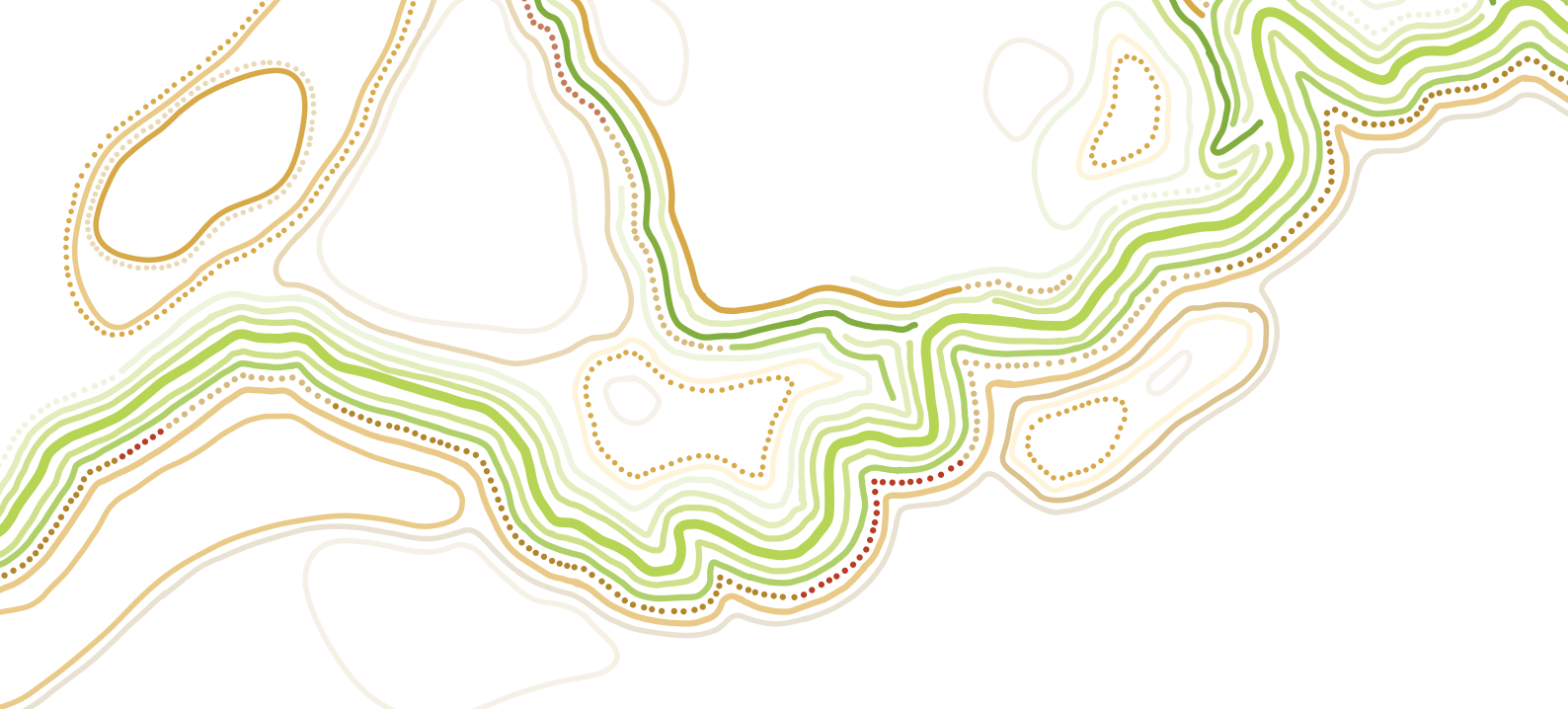


Sustainability initiatives will be integrated across the each of our five teams: CEO; Operations; Projects; Business; and Sustainability. The Executive Leadership Team have our own objectives dependant on our operational function and delivery services. Each of these objectives will be achieved through a business group specific action plan dependant on our operational function and delivery projects:

EMRC CEO
Develop stakeholder support of the sustainability strategy
Gain government and industrial level support for sustainability initiatives
Enable organisational change to align with the strategy
Ensure the Executive Leadership Team implement their action plans

EMRC CSO	EMRC COO	EMRC CPO	EMRC CFO
Driving the sustainability strategy at a community and regional level	Implementing operational changes to achieve internal sustainability targets	Integrate sustainability into project development processes	Including sustainability measures in financial decision making
Establish sustainability strategy stakeholder engagement plan e.g. engage with the community to highlight EMRC's sustainability initiatives	Enable industrial level support for symbiosis initiatives	Identify sustainable decision making processes for each project size (small, medium and large)	Regularly review local government procurement requirements for sustainable and circular decision making
Establish regular internal collaboration sessions to identify new sustainability initiatives and revisit ongoing initiatives	Include sustainability operational decision making	Engage with industry for identification of material reuse programs e.g. infrastructure material	Establish a framework for integrating social value consideration into financial decision making
Provide CEO with supporting materials for government and commercial level stakeholder engagement	Identify operational inefficiencies optimisation e.g. energy use, vehicle movement, auditing requirements, early stage asset management	Communicate any early stage opportunity for review by the Executive Leadership Team	Provide financial audit outcomes for measure, reflect and refresh stage of the strategy
Lead the EMRC's measure, reflect and refresh activities	Provide operational audit outcomes for measure, reflect and refresh stage of the project	Provide CSO with annual summary of examples where sustainable decision making has been applied to a project	Include regional economic development achievements in annual reporting






For our team to achieve each of the objectives and targets listed, a detailed action plan has been established with responsibilities being allocated to each of the Executive Leadership Team members for delegation where appropriate. This detailed action plan was aligned with our strategic risk register and prioritised as follows:

- Low – will assist in progressing towards the Sustainability Strategy goals and objectives but is not a core requirement
- Medium – important action to achieve high priority actions or will provide direct support in achieving sustainability goals
- High – required to achieve sustainability goals and objectives or interdependent to achieve other actions listed





Each of the high priority actions have been summarised below:

Demonstrate circular economy leadership:

- Map stakeholders and areas of influence and impact to develop a targeted engagement plan (eg. commercial waste stream, government policy drivers)
- Facilitate regular industry-based and community based advocacy meetings to discuss and identify new circular economy and net zero ventures and opportunities
- Create strategic partnerships and alliances to achieve positive outcomes for the region and beyond, create resilience and secure funding (where relevant)
- Map our current waste production profile for benchmarking (as an organisation) and align with the EMRC's FOGO strategy where applicable
- Regularly review and implement initiatives in line with the Red Hill and Hazelmere Development Plans

Respond to a climate emergency:

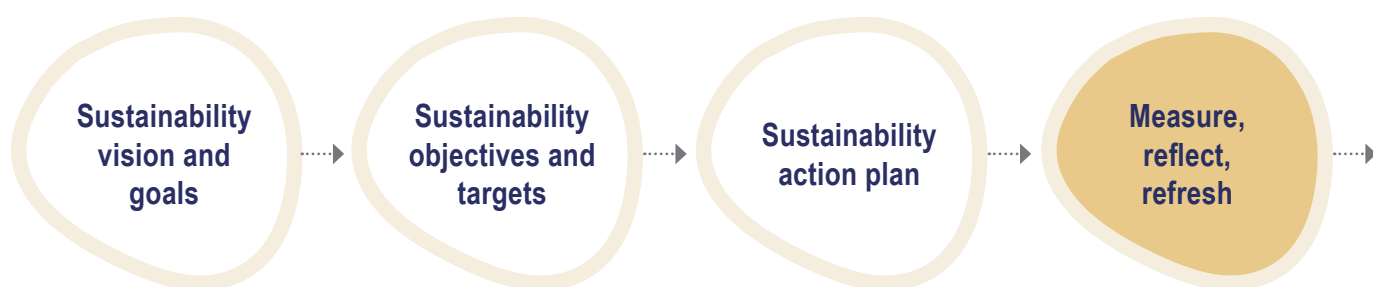
- Establish a decarbonisation plan to achieve "Below zero emissions by 2040" target. This should include consideration of decarbonisation project ideas presented in the strategic review e.g. opportunities for onsite use or export of heat energy for value-adding processes or sale to surrounding industrial businesses, electric fleet procurement
- Establish a decision-making framework to include sustainability for operational and capital expenditure
- Create a sustainability performance review for each team and identify sustainability criteria for environmental, social, governance (ESG) decision making

Reduce our environmental impact:

- Review and develop a framework the EMRC will use going forward in terms of its Environmental Management System Framework i.e. in alignment or accredited with ISO14001 or equivalent
- Establish compliance monitoring, reporting and review processes in alignment with the EMRC's Environmental Management System (e.g. NGRS, NPI)

Create value in the community:

- Establish verge collection and shared valet service programs. This includes a waste classification program for different materials and costings
- Continue to establish community recycling and reuse networks for exchange of products, reuse and repair initiatives and identification of regional synergies
- Provide education for waste solutions that are in line with WA Waste Strategy and waste hierarchy



Our Sustainability Strategy requires regular review to establish if the objectives and targets are being met.

To achieve this, each target requires a baseline to measure against such that we can reflect and refresh accordingly. The first stage of implementation will be to establish a baseline of measurement for each sustainability objective and target. This baseline should be reviewed quarterly in alignment with the Corporate Business Plan and the our Strategic Plan 2017-2027 alignment with the following process:



Closing Remarks



We are striving to transform Perth's Eastern Region through sustainable waste management, behaviour change and circular economy leadership with a detailed sustainability action plan and continual selfimprovement process. At the EMRC, we value the importance of sustainable decision making and benefits of creating a Sustainability Strategy that is ambitious, yet achievable.

Our Sustainability Strategy can provide benefits such as:

- Reducing environmental impact and carbon footprint to address declarations of a climate emergency
- Increase competitiveness in the waste management market to drive circular economy-based initiatives
- Reducing risk and liabilities through future proofing the business for changes in the market
- Improving value to Member Councils and Perth's Eastern Region
- Improving company culture and work environment

This Sustainability Strategy will allow the EMRC to meet the needs of region and sustainable solutions for future generations. So together let's,

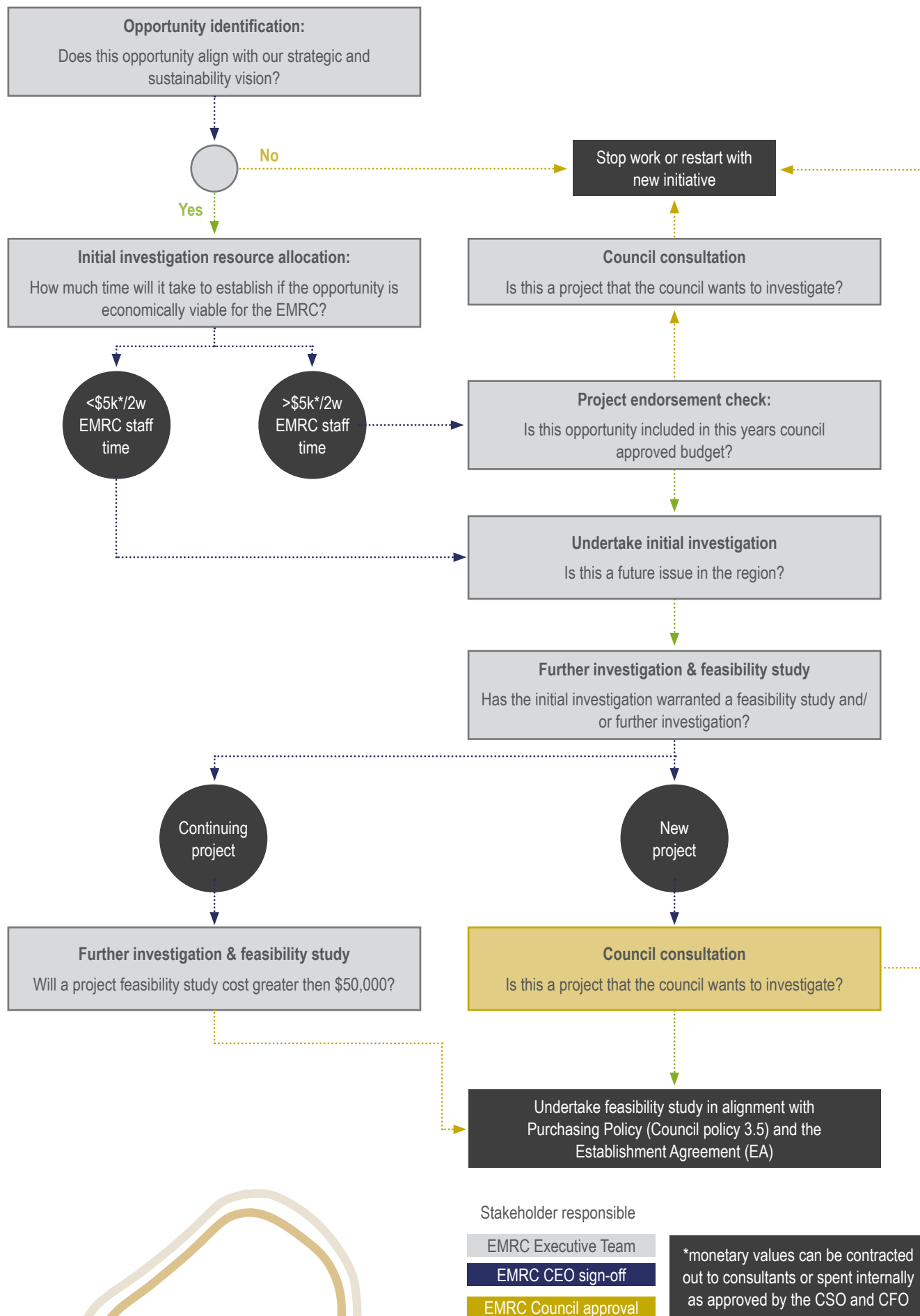
Think forward, act now!



Other Supporting Information



Sustainability project decision making flowchart



Detailed Action Plan



The detailed action plan has been established to support each of the Executive Leadership Team in achieving our objectives presented in Section 3. The detailed action plan has been modelled to assist in reducing the following strategic risks to within our risk appetite:

- **SR – 3** Ineffective Operational Reporting (timely and relevant)
 - Addressed through auditing and review actions
- **SR – 5** Legacy issues restricting innovation and performance
 - Decision making framework and approvals process
- **SR – 6** Under/poor performance
 - Cultural alignment with sustainability objectives and motivating factors
- **SR – 7** Reduced Grant Funding
 - Innovative circular economy initiatives better aligned with state and national strategies
- **SR – 12** By-passing established Tender or Procurement procedures
 - Decision making framework and approvals process
- **SR – 14** Poor Stakeholder Engagement
 - Detailed stakeholder engagement plan for each of the four objectives
- **SR – 15** By-passing established administrative (non-financial) procedures
 - Decision making framework and approvals process
- **SR – 20** Lack of interest from Member Councils regarding Sustainability Programs
 - Council alignment and endorsement with sustainability objectives and motivating factors

Each of the actions listed are to be allocated to an individual employee for monitoring and reviewed annually by the Executive Team lead to ensure it is adequately being addressed.

The actions have been linked to each of our twelve targets and prioritised as low, medium or high depending on their impact on each sustainability goal.

- Low – Will assist in progressing towards the Sustainability Strategy goals and objectives but is not a core requirement
- Medium – important action to achieve high priority actions or will provide direct support in achieving sustainability goals
- High – required to achieve sustainability goals and objectives or interdependent to achieve other actions listed



**Demonstrate
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leadership:**

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We will use our experience to provide circular based resource recovery solutions for Perth's Eastern Region and act as a knowledge hub for waste avoidance strategies.

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Target	Action	Responsible team	Priority
Enabling circular economy initiatives through advocacy networks by 2025	Map stakeholders and areas of influence and impact to develop a targeted engagement plan (e.g. member councils, commercial waste stream, government policy drivers).	CEO	High
	Facilitate regular industry-based and community-based advocacy meetings to discuss and identify new circular economy and net zero ventures and opportunities.	Sustainability	High
	Create strategic partnerships and alliances to achieve positive outcomes for the region and beyond, create resilience and secure funding (where relevant).	CEO	High
	Map alignment and circularity gaps between advocacy programs and partnerships for identification of future circular economy initiatives including sustainable transport.	CEO	Medium
80% resource recovery of waste generated in the region by 2030	Develop a resource flow model for the EMRC and its member councils. The model could focus only on waste or expand into other materials such as water, energy, and carbon.	CEO	Medium
	Enable sales model for use of recovered material in each member council areas.	Operations	Medium
	Establish and provide member councils with waste and recycling guides. This should include the integration of FOGO waste guides.	Sustainability	Medium
	Determine a high-value use for the existing C&I processing building at Hazelmere RRP.	Operations	Medium
80% reuse of material at all EMRC operated sites by 2040	Map current our waste production profile for benchmarking (as an organisation) and align with the EMRC's FOGO Strategy where applicable.	CEO	High
	Regularly review and implement initiatives in line with the Red Hill and Hazelmere Development Plans.	Projects	High
	Develop, facilitate and participate in, regional waste education and resource reuse steering groups.	Sustainability	Medium
	Regularly review local government procurement guidelines and processes for sustainable decision making.	Business	Medium
	Regularly review local government sales requirements for sustainable decision making.	Operations	Medium
	Identify and facilitate supply chain awareness for product production e.g. FOGO products, woodchips, construction materials.	Operations	Medium

**Respond to
a climate
emergency:**

We will reduce our carbon impact to achieve net zero and understand the risks associated with climate change to Perth's Eastern Region.

Target	Action	Responsible team	Priority
Infrastructure adaptation and education by 2030	Undertake asset management assessment and long term financial planning for all EMRC owned infrastructure.	Business	Medium
	Identify and evaluate land-use options at EMRC owned sites to maximise future resource recovery programs.	Projects	Medium
Below zero carbon emissions by 2040	Map and benchmark energy usage and consumption rates on all sites e.g. energy use, vehicle fuel consumption, auditing requirements, early stage asset management.	Operations	Medium
	Establish a decarbonisation plan to achieve "Below zero emissions by 2040" target. This should include consideration of decarbonisation project ideas presented in the strategic review e.g. opportunities for onsite use or export of heat energy for value- adding processes or sale to surrounding industrial businesses, electric fleet procurement.	CEO	High
	Complete Annual Energy and Emission Data Analysis Report and Snapshot for goal tracking. This is to be included in the SDG annual report card.	Sustainability	Medium
Sustainability integrated into management processes	Establish a decision-making framework to include sustainability for operational and capital expenditure.	Operations	High
	Include sustainable decision-making frameworks in procurement templates, evaluation and processes of all projects.	Business	Medium
	Review projects quarterly to identify examples where sustainable decision making has been applied to a project. This should include the identification of design engineering for front-end material reuse programs.	Projects	Medium
	Create a sustainability performance review for each team and identify sustainability criteria for environmental, social, governance (ESG) decision making.	CEO	High
	Establish regular internal collaboration sessions to identify new sustainability initiatives and revisit ongoing initiatives.	Sustainability	Medium

**Reduce our
environmental
impact:**

We will lead by example by reducing environmental impacts through efficient operations, forward thinking, and supporting circular and sustainability initiatives in the Region.

Target	Action	Responsible team	Priority
Regional Urban programs implemented	Maintain programs related to sustainability goals and review in participating Councils' annual programs reports .	Sustainability	Medium
	Review and complete annual water plans in alignment with Waterwise Council Accreditations.	Sustainability	Medium
	Facilitate and/or participate in industry-based and community-based advocacy meetings to discuss, identify and prioritise new, or ongoing, circular economy, net zero and sustainability regional programs.	Sustainability	Medium
Contribute to a decrease in illegal waste disposal by 2040	Establish campaigns to create a recover, reuse, recycle, return, repair and drop-off culture to increase recovery rates and combat illegal dumping.	Sustainability	Medium
	Establish programs for acceptance of construction and demolition waste e.g. bricks, timber, sand, soil, concrete and other resource recovery initiatives.	Projects	Medium
EMRC wide environmental management system	Review and develop a framework the EMRC will use going forward in terms of its Environmental Management System Framework i.e. in alignment or accredited with ISO14001 or equivalent.	Projects	High
	Establish compliance monitoring, reporting and review processes in alignment with the EMRC's Environmental Management System (e.g. NGRS, NPI).	Projects	High



**Create
value in the
community:**

We will establish and support projects in the community that create social value from a residential level through to commercial levels.

Target	Action	Responsible team	Priority
Community based source separation initiatives by 2027	Establish community engagement initiatives for source separation opportunities including education hubs, school programs, community group support and bin tagging.	Sustainability	Medium
	Utilise current community programs to provide education on material re-use and issues regarding poor source separation.	Sustainability	Medium
	Use the proposed collection fleet and other EMRC owned assets as educational billboard for source separation education and requirements.	Operations	Medium
	Establish verge collection and shared valet service programs. This includes a waste classification program for different materials and costings.	Operations	High
Use of recovered material in the region by 2040	Establish reward and incentive systems dependent on company sustainability rating to encourage better waste management in the region.	CEO	Medium
	Continue to establish community recycling and reuse networks for exchange of products, reuse and repair initiatives and identification of regional synergies.	Operations	High
	Identify member council uses for recovered materials e.g. woodchip mulching, FOGO fertiliser products, construction materials, road surfacing, energy reuse.	Operations	Medium
Increased participation in behaviour change programs	Provide education for waste solutions that are in line with WA Waste Strategy and waste hierarchy.	Sustainability	High
	Benchmark and monitor participation rates in EMRC sustainability programs.	Sustainability	Medium
	Establish a Sustainability Strategy stakeholder engagement plan.	Sustainability	Medium



Materiality Assessment



At a local and regional government level, action planning to contribute to achieve each of the SDGs is restricted by their areas of influence and context. These areas of influence were identified through a sustainability framing workshop followed by a desktop materiality assessment of the our current programs and services.

A materiality assessment is an important stage in the development of a Sustainability Strategy as it assists in identifying priority areas and actionable activities.

The sustainability framing workshop was undertaken on Wednesday 22 September 2021 in our administration building in Belmont. The workshop was facilitated by an external consultant all members of the Executive Leadership Team and selected supporting staff in attendance. This allowed for representation of each of our business groups to identify the sustainability themes deemed most important to us.

The workshop was designed to create alignment between the business groups and work through any misconceptions associated with the role of sustainability in an organisation. This was achieved through the following process:



- **Introduction:** The workshop commenced with a discussion about sustainability drivers, national and international initiatives, and the importance of establishing a robust Sustainability Strategy to achieve the our strategic vision.
- **Divergent thinking exercise:** Each of the workshop participants then spent some time identifying personal and our specific sustainability themes before aligning them with each of the 17 SDGs. This process helped to highlight the range of motivating themes across the organisation and challenge the outcomes captured during the Strategic Review. It also created a visual representation of which of the UNSDG's are most important to the us as an organisation. The weighting and range of themes were then discussed at length to gain alignment between the workshop participants as to which areas we have the most influence.
- **Workshop relevance and industry alignment:** The facilitator then initiated a discussion around the our sustainability drivers, global goals and targets and best practice guidance for a local government association. Case studies such as the City of Melbourne were used to demonstrate what best practice alignment to the UNSDG's can look like and illustrated incorporation of the goals into our strategic planning.
- **Sustainable problem solving:** Workshop participants were split into three groups to explore WA's rapidly growing end of life solar panel disposal issue. Working separately, each group discussed the sustainability issue with respect to the opportunity the panels provides, how they could tap into the market, identifying any existing infrastructure they can utilise or adapt and establishing the best approach to minimising this issue in the future. The responses of each group fed into a group discussion to determine the viability of the proposed solutions. Following the discussion, case studies were presented to the group to illustrate technologies and processes adopted by organisations who are leaders in this area such as the ELSi Project in Europe and Lotus Energy in Melbourne.
- **Drivers and vision mapping:** A group discussion was facilitated to begin developing new sustainability goals and objectives. With our key areas of influence as reference, input from all workshop participants was used to reach a consensus regarding what key areas the we should focus on going forward. This included high level idea generation regarding operational barriers and risks associated with the implementation of each goal.

Following the workshop, each of the SDG's to identify goals that could be influenced by our operations and assess which areas are of material concern. The outcomes of the workshop themes identified and desktop materiality assessment Table 1 which identified the key priority areas for us going forward.









Table 1 Desktop materiality assessment and areas of influence identification




UNSDG and relevant targets	Workshop themes and discussion areas	Materiality assessment (by external consultant)
 Goal 1: End poverty in all its forms everywhere By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions. By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of 13 property, inheritance, natural resources, appropriate new technology and financial services, including micro-finance.	No Notes	<p>Tertiary priority as there is no current ability for the EMRC to support or influence this SDG directly.</p> <p>The EMRC currently does not have any programs or initiatives that contribute directly to ending poverty, and as recognised in the workshop there were no driving factors or identification of this goal as an area of interest.</p>
 Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non- farm employment. By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.	<ul style="list-style-type: none"> • No food waste • Food for all 	<p>Tertiary priority as the EMRC currently does not have any programs or initiatives that contribute directly to Goal 2, and as recognised in the workshop there were limited driving factors or identification of this goal as an area of interest.</p> <p>However, the EMRC does indirectly contribute to Goal 2 through initiatives such as the FOGO program. FOGO provides a solution to food waste as and produces a natural fertiliser which reduces the use of organic fertilisers and therefore contributing to sustainable agriculture by promoting resilient agricultural practices and helping to maintain ecosystems.</p> <p>Additionally, the EMRC's wood chipping and mulching services also contribute to sustainable agriculture by improving land and soil quality to strengthen capacity for adaption to climate change.</p>
 Goal 3: Ensure healthy lives and promote well-being for all at all ages By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being. By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.	Community engagement	<p>Tertiary consideration with no direct actions associated with this goal.</p> <p>The EMRC currently does not have any programs or initiatives that contribute directly to Goal 3, and as recognised in the workshop there were very limited driving factors or identification of this goal as an area of interest.</p> <p>However, through their landfill and waste processing services where the EMRC disposes and contains this waste and therefore reducing its presence in the environment and ultimately human interaction, the EMRC is indirectly contributing to Goal 4 by aligning with the target that states to reduce the number of deaths and illnesses from hazardous chemicals in the air, water and soil pollution and contamination.</p>

UNSDG and relevant targets	Workshop themes and discussion areas	Materiality assessment (by external consultant)
 <p>Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> <p>By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.</p> <p>By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.</p>	<ul style="list-style-type: none"> • Circular economy school programs • Sustainability communications programs 	<p>Secondary consideration with no direct actions associated with this goal.</p> <p>The EMRC currently does not have any programs or initiatives that contribute directly to Goal 4, and as recognised in the workshop there were limited driving factors or identification of this goal as a key area of interest. However, with a transition to a circular economy, EMRC will introduce new education and training initiatives to promote overall sustainable development.</p> <p>The EMRC will however contribute indirectly to this goal through the upskilling of their workforce required to implement new sustainability initiatives, and through the support of community behaviour change programs which will improve knowledge and skills pertaining to living a more sustainable lifestyle.</p>
 <p>Goal 5: Achieve gender equality and empower all women and girls</p> <p>Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life.</p>	<p>No Notes</p>	<p>This is a tertiary priority as there is no current ability for the EMRC to influence this UNSDG at a community level but there is potential to integrate this at an organisational level.</p> <p>The EMRC currently does not have any programs or initiatives that contribute directly to Goal 5, and as recognised in the workshop there were no driving factors or identification of this goal as an area of interest.</p>
 <p>Goal 6: Ensure availability and sustainable management of water and sanitation for all</p> <p>By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.</p> <p>Support and strengthen the participation of local communities in improving water and sanitation management.</p>	<ul style="list-style-type: none"> • Providing safe and continuous drinking water • Preserve our waterways • Water conservation • Contaminated waste remediation & management 	<p>This is a secondary priority that will be supported through the 5 areas of influence.</p> <p>As recognised in the workshop, Goal 6 had multiple driving factors and was identified as a potential key area of interest. However, due to the more direct relationship between current EMRC programs and initiatives to other SDG's, Goal 6 has been identified as a secondary consideration that will be supported and contributed to through the 5 key areas of influence.</p> <p>Current programs and initiatives implemented by the EMRC that directly contribute to Goal 6 include: Water Sensitive Futures program (including Waterwise Council Accreditation).</p>



UNSDG and relevant targets	Workshop themes and discussion areas	Materiality assessment (by external consultant)
 <p>Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology.</p>	<ul style="list-style-type: none"> • Renewable energy e.g. solar • Water recycling • Energy efficiency • Electrification (EV's, building, etc) 	<p>This is a secondary priority that will be supported through the 5 areas of influence.</p> <p>As recognised in the workshop, Goal 7 had multiple driving factors and was identified as a potential key area of interest. However, due to the more direct relationship between current EMRC programs and initiatives to other UNSDG's, Goal 7 has been deemed a secondary consideration that will be supported and contributed to through the 5 key areas of influence.</p> <p>Current programs and initiatives implemented by the EMRC that directly contribute to Goal 7 include their landfill gas capture system, wood waste to energy facility and regional energy benchmarking studies.</p>
 <p>Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <p>Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.</p> <p>Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead.</p> <p>By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</p>	<ul style="list-style-type: none"> • Financial stability 	<p>Secondary priority that will be supported through the 5 areas of influence.</p> <p>As recognised in the workshop, Goal 8 had very limited driving factors and identification as an area of interest. However, Goal 8 has been deemed a secondary consideration that will be supported and contributed to through the 5 key areas of influence.</p> <p>The EMRC does directly contribute to Goal 8 through their employment of at risk or with a pre-established physical or mental disability at their operational facilities.</p>
 <p>Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation</p> <p>Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.</p> <p>By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.</p>	<ul style="list-style-type: none"> • Best practice operations • Economic financial sustainability • Lead by example in terms of sustainability regardless of cost • Continue to provide environmentally sustainable waste management solutions • Transforming transport: healthy streets, hydrogen vehicles, walking or cycling 	<p>Primary: Area of influence</p> <p>As recognised in the workshop, there were several driving factors identified as contributory to Goal 9 and thus highlighting it as a key area of influence for the EMRC.</p> <p>Current programs and initiatives implemented by the EMRC that directly contribute to Goal 9 include: Urban Integrated Development.</p>

UNSDG and relevant targets	Workshop themes and discussion areas	Materiality assessment (by external consultant)
 Goal 10: Reduce inequality within and among countries	No notes	<p>The EMRC currently does not have any and hence this is considered a tertiary priority.</p> <p>Their current programs and initiatives that contribute directly to Goal 10, and as recognised in the workshop there were no driving factors or identification of this goal as a key area of interest.</p>
 Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable <p>By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.</p> <p>By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.</p> <p>By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.</p>	<ul style="list-style-type: none"> • FOGO • Environment and urban development • Green spaces • Energy (Solar & self-sustainable properties) • No plastics • Green buildings – green walls • Active transport • Zero waste by; trading textiles, reusing equipment or household goods “buy nothing” • Move away from landfill 	<p>Primary: Area of influence</p> <p>As recognised in the workshop, there were several driving factors identified as contributory to Goal 11 and thus highlighting it as a key area of influence for the EMRC.</p> <p>Current programs and initiatives implemented by the EMRC that directly contribute to Goal 11 include: Achieving Carbon Emission Reduction (ACER) Program, Benchmarking Building Efficiency (BBE), Urban Integrated Development and Waste Education Services.</p>
 Goal 12: Ensure sustainable consumption and production patterns <p>By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.</p> <p>By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.</p> <p>By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.</p> <p>Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.</p> <p>Promote public procurement practices that are sustainable, in accordance with national policies and priorities.</p>	<ul style="list-style-type: none"> • Investigate more re-use in our waste management practices • Circular economy • Illegal dumping and litter • Minimize waste • Mandatory recycled content in all products • Regenerative farming • Leaving a legacy for generation – a world they can live in • Eliminate use of single use plastics and other materials • Re-use what we produce • Green travel • FOGO low contamination through resident engagement 	<p>Primary: Area of influence</p> <p>As recognised in the workshop, there were several driving factors identified as contributory to Goal 12 and thus highlighting it as a key area of influence for the EMRC.</p> <p>Current programs and initiatives implemented by the EMRC that directly contribute to Goal 12 include: Circular and Economic Development and Waste Education Services.</p>

UNSDG and relevant targets	Workshop themes and discussion areas	Materiality assessment (by external consultant)
 Goal 13: Take urgent action to combat climate change and its impacts <p>Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</p>	<ul style="list-style-type: none"> • Increased fires impacting RHWMF operations • Waste recovery • Zero waste • Openness to change leading to sustainable outcomes • Materials recovery • FOGO • Policy and action planning • Clean environment • Reducing community waste • Urban heat generation – impact on people and the environment 	<p>Primary: Area of influence</p> <p>As recognised in the workshop, there were several driving factors identified as contributory to Goal 13 and thus highlighting it as a key area of influence for the EMRC.</p> <p>Current programs and initiatives implemented by the EMRC that directly contribute to Goal 13 include: Achieving Carbon Emission Reduction (ACER) Program and Waste Education Services.</p>
 Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development <p>By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution.</p>	<ul style="list-style-type: none"> • Waterways and river conservation in the eastern region 	<p>This is a tertiary priority as there is no current ability for the EMRC to influence this UNSDG. As recognised in the workshop, Goal 14 had very limited driving factors and identification as an area of interest. However, Goal 14 will be indirectly supported and contributed to through the 5 key areas of influence.</p> <p>Programs and initiatives implemented by the EMRC that directly contribute to Goal 14 include: Water Sensitive Futures program (including Waterwise Council Accreditation).</p>
 Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss <p>By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world.</p> <p>Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed.</p> <p>By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts.</p>	<ul style="list-style-type: none"> • Biodiversity • Conservation • Rehabilitation • Regreening agriculture – tree planting • Leave a good environment for future generations • Parks and recreation – community gardens • Fire management in bushfire areas • Family • Climate change – fire & water • People management and workplace sustainability 	<p>Secondary consideration that will be supported through the 5 areas of influence.</p> <p>As recognised in the workshop, Goal 15 had several driving factors and was identified as a potential key area of interest. However, due to the more direct relationship between current EMRC programs and initiatives to other SDG's, Goal 15 has been identified as a secondary consideration that will be supported and contributed to through the 5 key areas of influence.</p> <p>Current programs and initiatives implemented by the EMRC that directly contribute to Goal 15 include: Waste Education Services focusing on Waste Plans.</p>

UNSDG and relevant targets	Workshop themes and discussion areas	Materiality assessment (by external consultant)
<p>16 <small>PEACE, JUSTICE AND STRONG INSTITUTIONS</small></p> <p>Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p> <p>Develop effective, accountable and transparent institutions at all levels.</p> <p>Ensure responsive, inclusive, participatory and representative decision-making at all levels.</p> <p>Promote and enforce non-discriminatory laws and policies for sustainable development.</p>	<ul style="list-style-type: none"> • Shift thinking and culture away from short- term profit to long term sustainability and material reuse initiatives 	<p>Secondary consideration that will be supported through the 5 areas of influence.</p> <p>As recognised in the workshop, Goal 16 had very limited driving factors and identification as an area of interest. However, Goal 16 has been identified as a secondary consideration and will be supported and contributed to through the 5 key areas of influence.</p>
<p>17 <small>PARTNERSHIPS FOR THE GOALS</small></p> <p>Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development</p> <p>Mobilize additional financial resources for developing countries from multiple sources.</p> <p>Enhance global macroeconomic stability, including through policy coordination and policy coherence Enhance policy coherence for sustainable development.</p> <p>Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships</p> <p>Data, monitoring and accountability.</p>	<ul style="list-style-type: none"> • Leadership • Waste education • Other 'green' energy alternatives e.g. Solar + wind farms • Community involvement • Partnerships and better ways of working • Knowledge hub to inform and connect • Innovative solutions that are accountable 	<p>Area of influence</p> <p>As recognised in the workshop, there were several driving factors identified as contributory to Goal 17 and thus highlighting it as a key area of influence for the EMRC.</p> <p>Current programs and initiatives implemented by the EMRC that directly contribute to Goal 13 include: Urban Sustainability Assessment Programs (USAP), Urban Integrated Development, Waste Education Services (including advisory groups).</p>



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