



# INNOVATE RECONCILIATION ACTION PLAN

July 2025 – July 2027



*Driving value from recycling*

# Acknowledgment of Country

TOMRA Cleanaway acknowledges the Traditional Custodians of Country throughout the lands upon which we operate, especially the Darug, Palawa and Bunurong People.

We pay our respects to Elders past, present and emerging for their connections and care of Country, song lines and culture.

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# About our Artwork

TOMRA Cleanaway's Reconciliation artwork, titled "*Caring for Country Together*" was developed by Rhonda Sampson, a contemporary Aboriginal artist and proud Kamilaroi woman in collaboration with TOMRA Cleanaway and the KARI Foundation. The artwork storyline is a tribute to the way TOMRA Cleanaway engages with the community, Country, and our partners.

We believe it is our responsibility to leave our environment better for our kids and the future generations to come by "Caring for Country Together".

The artwork is a visual representation of TOMRA Cleanaway working in partnership with communities across NSW, Victoria and Tasmania as the proud network operator for each jurisdictions container deposit scheme, Return and Earn, CDS Vic and Recycle Rewards.

TOMRA Cleanaway is committed to building strong relationships and respect between the business and Aboriginal and Torres Strait Islander peoples through meaningful engagement and being an active participant in connecting with First Nations communities that are uplifted through their involvement with our network and services.

The motif at the centre of the artwork represents TOMRA Cleanaway and the successful joint venture partnerships.

Surrounding TOMRA Cleanaway are the core pillars of our Reconciliation Action Plan from the left to right are the following motifs: Respect, Relationships, Opportunities and Governance.



Each of the RAP pillars are connected by the mutual goal for a sustainable future for everyone represented by the connecting arrows demonstrating the action of moving forward.

Moving along the outside of the centre are our waterways from across the land. Branching off the centre are dotted lines that are the connection to communities across NSW from regional to the coast, represented by the U-shaped motifs.

Collection points in rural NSW are represented by the smaller circular motifs on the left and the metropolitan collection points by the larger circular motifs in the middle.

The dot work in the background symbolises the land complemented by the highlighted light blue dots which represent the many return points across the state that provide easy access for all communities to get involved in container deposit schemes.



Our National Head Office is based on Darug Country in Eastern Creek and is represented by the central top motif. This critically important location is where all key decision making and engagement for TOMRA Cleanaway takes place. The artwork on the right represents the Eastern Creek depot.



Reducing litter in our waterways land and ocean we are protecting our wildlife (represented by the turtle). It is our responsibility to leave our environment better for our kids and future generations to come (represented through the artwork by the small, dotted circles).



## CEO Message

On behalf of TOMRA Cleanaway and our Board, I am proud to launch our **Innovate Reconciliation Action Plan (RAP)**—a significant milestone in our ongoing commitment to reconciliation.

Building on the strong foundation of our inaugural Reflect RAP, this next phase represents a deeper, more practical commitment to fostering respectful relationships, increasing cultural understanding, and creating tangible opportunities for Aboriginal and Torres Strait Islander peoples across our operations.

With a strong presence in **New South Wales, Victoria, and Tasmania**, TOMRA Cleanaway recognises the deep cultural heritage and enduring connection to Country held by the Traditional Custodians of the lands on which we work. We are committed to actively listening, learning, and walking alongside First Nations communities in each of these regions.

Our Innovate RAP outlines a series of targeted actions across four key pillars: **relationships, respect, opportunities, and governance**. These actions are designed to move us beyond reflection and into meaningful, measurable change—embedding reconciliation into our everyday business practices and community engagement.

We are especially proud of the enthusiasm and support demonstrated by our team across all levels of the organisation. Their willingness to learn, engage, and participate has been instrumental in shaping this RAP and ensuring its commitments are both authentic and achievable. Our people are the driving force behind our progress, and their collective energy reflects a shared desire to be part of a more inclusive future.

The ongoing leadership of our **Reconciliation Action Plan Working Group** has also been critical to this journey. Their dedication ensures that our efforts remain community-informed, regionally relevant, and aligned with our core values as an organisation.

TOMRA Cleanaway's Innovate RAP is more than a formal commitment—it is a demonstration of our values, our responsibilities, and our aspirations. We look forward to continuing this important work with integrity, collaboration, and purpose, as we contribute to a reconciled and unified Australia.

**James Dorney**  
CEO





## Statement from CEO of Reconciliation Australia

**Reconciliation Australia commends TOMRA Cleanaway on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).**

**Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.**

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for TOMRA Cleanaway to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, TOMRA Cleanaway will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. TOMRA Cleanaway is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals TOMRA Cleanaway's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations TOMRA Cleanaway on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine  
Chief Executive Officer  
Reconciliation Australia



## Our Vision for Reconciliation

**TOMRA Cleanaway's vision for reconciliation is one that ensures all Aboriginal and Torres Strait Islander peoples have equal opportunities to participate in recycling and contribute to our domestic circular economy, both as Custodians of this land and as beneficiaries of a more sustainable future.**

Through our waste reduction and recycling strategies and targets we understand the sustainability impact and deliver outcomes to ensure benefits are realised now and in generations to come. We believe that the social, environmental, and economic benefits of reducing waste are better realised with an inclusive approach where we can continue to learn from the important and rich cultures, histories, and contributions of Aboriginal and Torres Strait Islander peoples. We recognise that First Nations peoples have successfully cared for this land for many thousands of years and that we have much to learn through our ongoing engagement and involvement with Aboriginal and Torres Strait Islander peoples.

Our vision is aligned to the five dimensions of reconciliation.

- **RACE RELATIONS:** We are continuously developing as an organisation through our purposeful intent to value the diversity of our people and acknowledge the richness that cultural differences deliver. We value Aboriginal and Torres Strait Islander and non-Indigenous cultures, rights and experiences and understand that building a culture of trust and respect in our organisation, has the ability to translate into positive experiences for our people at home.
- **EQUALITY AND EQUITY:** We recognise unique rights of, and the need to afford opportunity to equal participation in the gambit of experiences available to all Aboriginal and Torres Strait Islander peoples. We acknowledge that historical experiences has impacted equity of access to opportunities for Aboriginal and Torres Strait Islander peoples in a multitude of ways.
- **INSTITUTIONAL INTEGRITY:** We are active participants in communicating our vision for reconciliation both within our organisation to our people, but also, communicating boldly beyond our structure to ensure that our support for reconciliation is heard.
- **HISTORICAL ACCEPTANCE:** We acknowledge the tragic history of events in Australia that were committed against all Aboriginal and Torres Strait Islander peoples. We admit that the wrong of the past has led to a circumstance in Australia today that we have a role in to remedy and make amends through our activities.
- **UNITY:** We recognise our ability to have a voice in a unified Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage that holds an esteemed role in our shared national identity.

## Our business

**TOMRA Cleanaway is the proud network operator for New South Wales container deposit scheme, 'Return and Earn', network operator for the 'west zone' in Victoria's container deposit scheme, 'CDS Vic' and also the network operator for the incoming Tasmanian 'Recycle Rewards' container deposit scheme. We are a joint venture organisation between TOMRA Collections, global leader in container deposit technology and Cleanaway, Australia's premier waste management and resource recovery business. TOMRA Cleanaway leverages the best of both organisations to deliver container deposit collections and recycling for the communities in which we operate.**

In New South Wales and Victoria's west zone, TOMRA Cleanaway engages with urban and regional communities to ensure that support, participation, and advocacy for the container deposit schemes continually builds. This is a key role that TOMRA Cleanaway holds and delivers in partnership with state government agencies in New South Wales and Victoria and Tasmania, working closely with scheme coordinators.

TOMRA Cleanaway commenced operation in 2017, and directly employs 50 staff members throughout New South Wales and Victoria and Tasmania. Whilst we currently do not have any staff who identify as Aboriginal and Torres Strait Islander peoples directly employed with TOMRA Cleanaway, however, our recruitment processes are inclusive and acknowledge cultural diversity. We have ongoing engagement with First Nations peoples through our partnerships with return point operators, donation partners, and Aboriginal representatives from partner organisations who attend our regular RAP Working Group meetings.

Our primary operational location for New South Wales is based on Dharug Country- Eastern Creek, with involvement and influence extending across urban and regional areas of New South Wales via our network of over 640 return points. Our primary operational location in Victoria is based on Wurundjeri Country in Yarraville, with involvement and influence over the west zone of Melbourne and greater Victoria – extending down to the Victoria coast in the south, to the South Australian border to the west, and up to Hopetoun as the north border of the zone. Our extended network involving our shareholders and contractors means that we have over 1,000 employees across all ventures throughout the business.

The collection point network in New South Wales, Victoria and ahead in Tasmania, provides community access to Return and Earn and CDS Vic, enabling citizens to return eligible drink containers for a 10c refund for each container. The network of collection points includes automated machines hosted by commercial leasing arrangements, high-speed, high volume processing locations called automated depots, and manual collection points known as over-the-counter collection points

All collection points involve valuable partnerships with organisations that have deep connections into their local communities.



## Our business

**Since commencement of TOMRA Cleanaway's operations in 2017, we have purposefully partnered with a number of First Nations organisations and businesses to host collection points, providing employment and income opportunities for Aboriginal and Torres Strait Islander peoples in metro, regional and discreet remote communities. Feedback from our partners has included that the Country is being cleaned up through the collection point establishment and community members are taking pride in their involvement, whilst being able to generate income at the same time.**

In our operations in the west zone in Victoria, we have partners with several Aboriginal charities, community groups, and organisations as a means of fundraising to help support the positive work in their Aboriginal communities. Some examples of these include:

- [Winda-Mara Aboriginal Corporation in Hamilton – Raising funds towards the Winda-Mara Community Basketball Court](#)
- [The Shara Clarke Aboriginal Culture and Education Centre in Purnim – Assisting Families in Need at the Shara Clarke Centre](#)
- [Djirra – Supporting Aboriginal Women Experiencing Family Violence](#)
- [Victorian Aboriginal Health Service – VAHS Service the Community](#)

Our operations will expand to new jurisdictions in Australia, providing further opportunity for us to extend our reconciliation activities and purposeful partnerships in new regions to support and increase engagement with local First Nations peoples.

## CASE STUDY: Return and Earn helps First Nation youth community

Whitlam Leisure Centre hosted a learn to swim program for a group of 23 First Nations youths aged five to 12 from Sydney's south-west suburb of Liverpool that was subsidised by funds from the NSW Container Deposit Scheme, Return and Earn.

Organisations such as Michael Wenden Aquatic Centre collected empty drink containers for the 10c refund for each eligible container, providing a unique fundraising opportunity for the children to learn important swimming and water safety skills.

According to Royal Life Saving Australia, Aboriginal and Torres Strait Islander children between 0-4 years are 2.9 times more likely to drown than non-Indigenous people of the same age, and Aboriginal and Torres Strait Islander adults aged 45 to 54 years are 3.5 times more likely to drown than non-Indigenous people of the same age.

By increasing confidence in the water, the children not only learn to swim safely in the water, but keep active and healthy.

Learn more at <https://tomracleanaway.com.au/return-and-earn-helps-first-nation-youth-community/>

## CASE STUDY: Worimi Country, Leading the Way in Waste Innovation

Resource Recovery Australia is a national not-for-profit social enterprise that runs the Return and Earn automated depot on the NSW mid-north coast in Tuncurry through a partnership with TOMRA Cleanaway.

Aside from the extensive environmental benefits from recycling and reusing materials that some would consider waste, the centre focuses on empowering people who experience barriers to employment. The centre has created employment for Aboriginal and Torres Strait Islander locals in and around the mid north coast.

This meaningful employment for First Nations peoples has built work skills and generated positive role models for friends, family, and the wider community, demonstrating how anyone can be involved in healing country.

Learn more at <https://tomracleanaway.com.au/worimi-country-clean-up-and-heal-country/>



# Our Reconciliation journey

2021

Partnership with  
KARI Foundation



2022

Rhonda Sampson  
engaged to  
develop 'Caring For  
Country Together'  
Reconciliation  
Artwork

2022

Reflect RAP  
endorsed

2022

Initiation of  
acknowledgement of  
National Reconciliation  
Week and celebration of  
NAIDOC



2023

NSW DET Excellence  
in Aboriginal  
Awards – Nanga Mai  
Partnership



2023

Victorian integration  
commences



2024

Nanga Mai  
Awards  
Partnership  
continues

2024

Sponsorship of  
Campbelltown  
Ghosts in Koori Cup

2025

Nanga Mai Awards  
Mentoring Awardee Katelyn  
O'Neill

2025

Innovate RAP  
endorsed

2025

Tasmanian  
integration  
commences





## Our Reconciliation journey

**TOMRA Cleanaway's Reconciliation journey has developed from true grass roots experience and understanding from our Team's experiences with First Nations Peoples and Cultures across Australia.**

At the core of our intention as a business that has made a commitment to Reconciliation, was recognising the opportunity that TOMRA Cleanaway has in influencing the community, our industry and more broadly through government and corporate connections. There has been little that has been challenging about embracing Reconciliation and delivering our plans. As we embark on our Innovate Reconciliation Action Plan, our Reconciliation Plan Working Group is empowered by our executive to continue to drive Reconciliation outcomes and to embed our plan as norm for all staff.

After our 2024 Staff Engagement Survey, it was recognised by our Executive Team that much of our coordinated Reconciliation Action Plan delivery was a binding and unifying experience for our Teams across TOMRA Cleanaway. The learning and development that was being delivered was culturally transformative and as many of our staff come from other global countries, the willingness to learn, participate and understand was considerable.

The greatest challenge that has been experienced through our Reconciliation journey has been the integration of new jurisdictions and new teams, and nuancing our Plan to incorporate and expand to local conditions and experience. Our learnings to date have highlighted that we need to connect with local communities, on Country to build meaningful relationships. We acknowledge the varying degrees of progress towards Reconciliation that occurs in each of the unique jurisdictions we operate and the challenges this provides TOMRA Cleanaway as an organisation that is committed to Reconciliation.

In 2023 TOMRA Cleanaway commenced additional operations outside of New South Wales and expanded into Victoria. The learnings with our Team in Victoria and embracement of Reconciliation Activities has been instrumental in continuing to drive our New South Wales Reconciliation Action Plan activities.

In 2024, TOMRA Cleanaway was awarded the state of Tasmania. Incorporating and expanding our Innovate Reconciliation Action Plan to include a third state with specific needs will likely prove a challenge ahead. TOMRA Cleanaway's commitment to Reconciliation through our Innovate Reconciliation Action Plan is demonstration of our organisations ability to overcome these challenges and deliver a thoughtful, collaborative and educative program of activities that enhances outcomes for First Nations Peoples in every state in which we operate.

## Our Reconciliation team

TOMRA Cleanaway's RAP Executive Champion is James Dorney, CEO. As a service provider to community in New South Wales and Victoria and Tasmania, our vision for reconciliation is to be an active participant in connected communities that are uplifted through involvement with our network and services. TOMRA Cleanaway engages in meaningful relationships that deliver benefits to Aboriginal and Torres Strait Islander peoples and businesses across our locations of influence, especially through employment opportunities and revenue generating opportunities.



**Michelle Mandl**  
General Manager  
Communications,  
Customer & Engagement



**Vesna Davidovic**  
General Manager – NSW



**Benjamin Murphy**  
General Manager  
– National



**Romina Zapanta**  
Executive Administration  
Coordinator



**Carolyn Adam**  
Network Development  
and Compliance Manager  
- NSW



**Jake Weber**  
Account Manager - Vic



**Jane Carmichael**  
Senior Financial Accountant



**Andi Drury**  
Communications &  
Engagement Manager – Tas



**Amanda Speer**  
Communications &  
Engagement Manager – NSW



**Claire McCormack**  
Communications &  
Engagement Manager – Vic



**Tara Rapley**  
National Customer Service  
Manager

Our Reconciliation Action Plan Working Group (RAP WG) has been developed to involve a number of Executive Functional Leads from within the organisation. This includes General Managers Michelle Mandl, Vesna Davidovic and Benjamin Murphy. Inclusion of these Executive Functional Leads is to ensure actions and the intended ethics of the working group are embedded within the culture of TOMRA Cleanaway at all levels. The enthusiasm of our RAP WG is such that there is optimism for a better and reconciled future ahead in Australia.

Our business recognises the local Aboriginal communities where our head office operations reside, the Darug peoples of Western Sydney. Throughout our commitment to reconciliation, we will continue to engage and reach out to members of the local Darug peoples to help guide us in our RAP journey. TOMRA Cleanaway's operations are throughout multiple Countries across the states of New South Wales, Victoria and Tasmania, indicating our active engagement and working with First Nation peoples across these regions.

Our Reconciliation Action Plan Working Group continues to play an important role in organising and encouraging our team and business in formulating and encouraging our reconciliation journey. Our RAP journey is based on the core pillars that underpin all that we are aiming for in reconciliation:

- Relationships
- Respect
- Opportunities
- Governance.

TOMRA Cleanaway is committed to helping build strong relationships and respect between our business, non-Indigenous peoples and Aboriginal and Torres Strait Islander peoples by creating a workplace culture that understands, values and respects histories, cultures, and contributions of First Nations peoples.

In addition to our community engagement, TOMRA Cleanaway is committed to providing a better understanding of the cultures and histories of Aboriginal and Torres Strait Islander peoples, creating equity and equality within the business, through an ongoing program of engagement.

A container deposit scheme benefits local communities, both environmentally and financially. Aboriginal and Torres Strait Islander communities prides themselves on their strong, sound connection with Country. This common belief we share will be leveraged to improve our trust and relationships with partners, community members and team members, both non-Indigenous and First Nations Peoples alike.

TOMRA Cleanaway's journey through our Reconciliation Action Plan commenced in 2022, with the formation initially of our Reconciliation Action Plan Working Group – even prior to our documented, endorsed RAP, our business acknowledged that true reconciliation was a challenge and something that required commitment from leaders and functions across our operations. Throughout our Reflect RAP journey, we have fostered a sense of purpose and been value driven in our delivery of engagement activities that better our organisation culture and improve engagement with external parties.

Our Reconciliation Action Plan Working Group includes a number of key personnel across operations that are responsible for delivery of our RAP. By purposeful leadership across the key functions of our organisation, TOMRA Cleanaway is ensuring that Reconciliation is embedded as business and usual practices. We have seen through our whole of business staff engagement the vital learning and benefits that can be directly attributed to entrenching our Reconciliation Action Plan activities through our RAP Working Group. We have a number of staff involved in our business that have Aboriginal heritage, but at this time, do not identify as Aboriginal or Torres Strait Islander peoples. To ensure Aboriginal and Torres Strait Islander Peoples representation in our Reconciliation Action Plan Working Group, our guest advisors will be drawn from our network and include representatives from KARI Foundation, our Depot network, Education Support and our Shareholders at TOMRA Collections Australia and Cleanaway Waste Management Ltd. Over the course of the year, representatives will include, Cain Slater, Casey Ralph, Colleen Fricker and Nathan Hughes from KARI, Rodney Trenholm from Cleanaway, Beau Champion from Port Macquarie Return and Earn Depot.



## Key achievements from our Reflect RAP

- Established a RAP Working Group that reports quarterly to the Leadership Team and Board and reports bi-monthly to the broader TOMRA Cleanaway Team
- Introduced Acknowledgment of Country at start of meetings with internal and external stakeholders
- Acknowledgement of Country incorporated into all documentation across all states of operation
- Acknowledgement of Country announced on on-hold messages and interactive voice response (IVR) for general public calling into TOMRA Cleanaway
- Aboriginal artwork procured and incorporated throughout business, including website announcements, MS Teams background
- Sponsorship of NSW Department of Education Naga Mai Awards to celebrate excellence in Aboriginal education in NSW. We provided in-kind scholarship for a senior school aged student to be mentored and immersed in marketing and communications.
- NAIDOC Week celebrations (Hands-on cultural learning workshop for NSW, Cultural Awareness Training for VIC & TAS)
- First Nations representatives invited to automated depot openings, including smoking ceremonies to acknowledge lands that are being used for the return points.





# Relationships

TOMRA Cleanaway recognises that we have a role to play in helping develop strong and lasting relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples, and in leading and supporting partnerships and engagements across the waste and recycling industry.

## Focus Area: Doing what we say

| Action                                                                                                                                 | Deliverable                                                                                                                                                          | Timeline                      | Responsibility                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------------------------------------------------------------------------------------|
| 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.                            | March, 2025                   | Executive Representative                                                             |
|                                                                                                                                        | Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations                                           | March, 2027                   | Executive Functional Leads<br>Support- Communications, Marketing and Engagement Team |
|                                                                                                                                        | Make connection to build partnership with 5 NSW and 2 VIC Local Aboriginal Land Councils to deliver ongoing advice and learnings.                                    | May 2025                      | Account Management Team                                                              |
|                                                                                                                                        | Investigate the opportunity to create Local Aboriginal Land Council or similar partnerships in Tasmania.                                                             | December 2025                 | TAS Team                                                                             |
|                                                                                                                                        | Promote connections throughout organisation by inclusion in communications channels internally.                                                                      | January 2026                  | Marketing Team                                                                       |
|                                                                                                                                        | Promote connections externally to organisation by inclusion on website and social media channels.                                                                    | January 2026                  | Marketing Team                                                                       |
| 2. Build relationships through celebrating National Reconciliation Week (NRW).                                                         | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.                                                                        | May 2025 and 2025             | RAP WG Coordinator<br>RAP Chair                                                      |
|                                                                                                                                        | RAP Working Group members to participate in an external NRW event and share learnings through internal staff newsletters, social media and our Website news stories. | 27 May- 3 June, 2025 and 2026 | Digital Marketing Manager                                                            |
|                                                                                                                                        | Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.                                         | May, June 2025 and 2026       | Executive Functional Leads                                                           |
|                                                                                                                                        | Organise at least one NRW event each year.                                                                                                                           | May, June 2025 and 2026       | Marketing, Communications and Engagement Team                                        |
|                                                                                                                                        | Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .                                                                              | May 2025 and 2026             | RAP WG Coordinator                                                                   |

| Action                                                                     | Deliverable                                                                                                                                                                                                                                     | Timeline                                                                                            | Responsibility                                                                 |
|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| 3. Promote reconciliation through our sphere of influence.                 | Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.                                                                                                                                    | March 2025 - March 2027                                                                             | RAP WG Executive Functional Leads                                              |
|                                                                            | Communicate our commitment to reconciliation publicly.                                                                                                                                                                                          | March 2025<br>June 2025<br>Sept 2025<br>Dec 2025 – March 2026<br>June 2026<br>Sept 2026<br>Dec 2026 | RAP WG Executive Functional Leads<br>Support – Marketing & Communications Team |
|                                                                            | Explore and implement opportunities to positively influence our external stakeholders to drive reconciliation outcomes.                                                                                                                         | March 2025 and 2026                                                                                 | RAP WG Executive Functional Leads                                              |
|                                                                            | <ul style="list-style-type: none"> <li>Leverage existing communication channel of marketing activities to all partner external stakeholders to highlight and educate about TOMRA Cleanaway Reconciliation activities.</li> </ul>                | June 2025                                                                                           | Marketing Team                                                                 |
|                                                                            | <ul style="list-style-type: none"> <li>Highlight external engagement opportunities for partner networks to showcase involvement in reconciliation activities.</li> </ul>                                                                        | Sept 2025<br>Dec 2025                                                                               | Account Management Team                                                        |
|                                                                            | <ul style="list-style-type: none"> <li>Showcase partner engagement with Aboriginal and Torres Strait Islander Peoples in external channels to reinforce benefits of engagement and opportunities to develop meaningful partnerships.</li> </ul> | March 2026<br>June 2026                                                                             | Marketing Team                                                                 |
|                                                                            | Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.                                                                                                              | May 2025 and 2026                                                                                   | RAP WG Executive Functional Leads                                              |
|                                                                            | Connect with 3 new organisations that hold Reconciliation Action Plans to develop relationships to assist and boost the journey of Reconciliation in the waste industry.                                                                        | December 2025                                                                                       | RAP WG Executive Functional Leads                                              |
|                                                                            | Continue to support staff attending external functions to build connections with like-minded organisations.                                                                                                                                     | April 2025<br>July 2025<br>April 2026<br>July 2026                                                  | Account Management Team                                                        |
| 4. Promote positive race relations through anti-discrimination strategies. | Report on reconciliation relationship connections made with like-minded organisations through annual reporting cycle                                                                                                                            | August 2025<br>August 2026                                                                          | RAP WG Coordinator                                                             |
|                                                                            | Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.                                                                                                                           | May 2025                                                                                            | People and Culture Team<br>Supported by RAP WG Executive Functional Leads      |
|                                                                            | Develop, implement, and communicate an anti-discrimination policy for our organisation.                                                                                                                                                         | May 2025                                                                                            | Executive Representative                                                       |
|                                                                            | Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.                                                                                     | February 2025                                                                                       | RAP WG Executive Functional Leads                                              |
|                                                                            | Educate senior leaders on the effects of racism.                                                                                                                                                                                                | January 2025                                                                                        | RAP WG Executive Functional Leads                                              |



## Respect

TOMRA Cleanaway is committed to continually developing an understanding of the histories, cultures, knowledge and contributions of Aboriginal and Torres Strait Islander peoples, and incorporate our learnings in our waste management and recycling strategies, and sharing them with our internal and external stakeholders.

Focus area: Caring for our community

| Action                                                                                                                                                         | Deliverable                                                                                                                                                                                                                                                            | Timeline                          | Responsibility                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|------------------------------------------------------|
| 5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | Conduct a comprehensive review of cultural learning needs within our organisation by integrating cultural awareness questions into the annual staff survey. This will gauge current awareness levels and identify areas requiring enhanced communication and training. | Feb 2025                          | People and Culture Team                              |
|                                                                                                                                                                | Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.                                                                                                                                       | March - May 2025<br>March 2026    | People and Culture Team                              |
|                                                                                                                                                                | Develop, implement, and communicate a cultural learning strategy document for our staff.                                                                                                                                                                               | June 2025                         | People and Culture Team                              |
|                                                                                                                                                                | Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learnings.                                                                                                            | July 2025<br>March 2026           | People and Culture Team                              |
|                                                                                                                                                                | Embed cultural awareness training in the onboarding processes for all new staff joining TOMRA Cleanaway                                                                                                                                                                | December 2026                     | People and Culture Team                              |
|                                                                                                                                                                | Incorporate a dedicated educational feature in the staff newsletter                                                                                                                                                                                                    | December 2026                     | Marketing Team/ WG Coordinator                       |
| 6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.                                                       | Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.                                                                                                       | March 2025, June 2025, March 2026 | RAP WG Executive Functional Leads<br>Team Leaders    |
|                                                                                                                                                                | Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.                                                                                                                            | March 2025                        | RAP WG Executive Functional Leads                    |
|                                                                                                                                                                | Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.                                                                                                                  | November 2026                     | RAP WG Coordinator                                   |
|                                                                                                                                                                | Ensure Acknowledgement of Country or other appropriate protocols are delivered at the commencement of important meetings.                                                                                                                                              |                                   | RAP WG Executive Functional Leads                    |
|                                                                                                                                                                | Continue to include an email signature banner on all external emails acknowledging Aboriginal and Torres Strait Islander peoples and our commitment to reconciliation.                                                                                                 | January 2025<br>December 2026     | People and Culture Team<br>Digital Marketing Manager |
| 7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.                                                  | RAP Working Group to participate in an external NAIDOC Week event.                                                                                                                                                                                                     | First week in July, 2025 & 2026   | RAP WG Executive Functional Leads                    |
|                                                                                                                                                                | Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.                                                                                                                                                                            | March 2025<br>March 2026          | People and Culture Team<br>Supported by Exec Team    |
|                                                                                                                                                                | Promote and encourage participation in external NAIDOC events to all staff.                                                                                                                                                                                            | First week in July, 2025 & 2026   | RAP WG Coordinator                                   |



# Opportunities

We are committed to creating genuine opportunities and promoting best practice for Aboriginal and Torres Strait Island peoples across our areas of operation. This includes meaningful partnerships with Aboriginal and Torres Strait Islander services and businesses, contributing to the success of our work in the community.

**Focus area: Doing what we say**

| Action                                                                                                                                   | Deliverable                                                                                                                                           | Timeline                                 | Responsibility                                               |
|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|--------------------------------------------------------------|
| 8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development. | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | August 2025<br>March 2026<br>August 2026 | RAP WG Operational Reps<br>People and Culture Team           |
|                                                                                                                                          | Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.              | March 2025 & 2026                        | RAP WG Executive Functional Leads                            |
|                                                                                                                                          | Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.                         | March & August 2025 & 2026               | RAP WG Executive Functional Leads                            |
|                                                                                                                                          | Engage with external First Nations advisors from KARI Foundation to provide guidance on strategy development.                                         | Feb, – April, – July, - Oct 2025         | Supported by People and Culture Teams                        |
|                                                                                                                                          | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.                                                      | August 2025 – and August 2026            | RAP WG Operational Reps                                      |
|                                                                                                                                          | Continue to utilise KARI Employment Expo's to ensure that vacancies available in TOMRA Cleanaway and shareholder organisations are promoted.          | July – Sep 2025                          | People and Culture Team                                      |
| 9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.                   | Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.         | March 2025                               | People and Culture Team<br>RAP WG Executive Functional Leads |
|                                                                                                                                          | Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.                                                                  | April 2025                               | RAP WG Executive Functional Leads                            |
|                                                                                                                                          | Develop a list of relevant Aboriginal and Torres Strait Islander suppliers and businesses for our operational jurisdictions.                          | March 2025                               | RAP WG Coordinator                                           |
|                                                                                                                                          | Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.           | June 2025                                | RAP WG Executive Functional Leads                            |
|                                                                                                                                          | Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.     | June 2025                                | RAP WG Executive Functional Leads                            |
|                                                                                                                                          | Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.                                                            | July 2025 and review June 2026           | RAP WG Executive Functional Leads                            |

| Action                                                                                                                                                                             | Deliverable                                                                                                                                                                                                        | Timeline      | Responsibility                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------------------------------|
| 10. Investigate opportunities to sponsor young First Nations Peoples through educational programs.                                                                                 | Working with the NSW Department of Education, maintain role as sponsor of the Naga Mai Awards, celebrating innovation, excellence & achievement in Aboriginal Education in NSW public schools.                     | June 2025     | GM Communication & Engagement  |
|                                                                                                                                                                                    | Utilise award to provide work experience and financial support for an identified First Nations student through TOMRA Cleanaway's operations.                                                                       | November 2025 | RAP WG Coordinator             |
|                                                                                                                                                                                    | Promote the opportunity to be involved in supported educational programs that deliver real world work experience for Aboriginal and Torres Strait Islander students to raise awareness and increase future uptake. | November 2025 | Marketing Team                 |
| 11. Build and strengthen Aboriginal and Torres Strait Islander access to basic waste and recycling services in regional areas through the re-establishment of Waste Aid Australia. | Use sphere of influence to support and bolster the re-establishment of Waste Aid, to help remote and regional First Nations communities have access to basic waste and recycling services.                         | June 2025     | RAP WG Functional Leads        |
|                                                                                                                                                                                    | Engage proactively with Community Resources Australia to support the reignition of Waste Aid.                                                                                                                      | August 2025   | GM Communications & Engagement |
|                                                                                                                                                                                    | Investigate opportunities to provide in-kind support to the reignition of Waste Aid.                                                                                                                               | January 2026  | GM Communications & Engagement |





# Governance

| Action                                                                                          | Deliverable                                                                                                                                                 | Timeline                                                                                                | Responsibility                    |
|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|-----------------------------------|
| 12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP. | Maintain Aboriginal and Torres Strait Islander representation on the RWG.                                                                                   | March 2025<br>July 2026                                                                                 | RAP WG Coordinator                |
|                                                                                                 | Establish and apply a Terms of Reference for the RWG and review annually.                                                                                   | March 2025 and<br>2026                                                                                  | RAP WG Executive Functional Leads |
|                                                                                                 | RAP WG to meet at least four times per year to drive and monitor RAP implementation.                                                                        | March, June, Sept,<br>December 2025<br>March, June, Sept,<br>Nov 2026                                   | RAP WG Coordinator                |
| 13. Provide appropriate support for effective implementation of RAP commitments.                | Define resource needs for RAP implementation.                                                                                                               | March 2025                                                                                              | RAP WG Coordinator                |
|                                                                                                 | Engage our senior leaders and other staff in the delivery of RAP commitments.                                                                               | March 2025<br>July 2025<br>September 2025<br>March 2026<br>July 2026<br>September 2026<br>December 2026 | RAP WG Executive Functional Leads |
|                                                                                                 | Define and maintain appropriate systems to track, measure and report on RAP commitments.                                                                    | March 2025                                                                                              | RAP WG Coordinator                |
|                                                                                                 | Appoint and maintain an internal RAP Champion from senior management.                                                                                       | February 2025                                                                                           | RAP WG Executive Functional Leads |
|                                                                                                 | Create and distribute Innovate RAP deliverables calendar to all relevant staff.                                                                             | February 2025                                                                                           | RAP Working Group Coordinator     |
|                                                                                                 | Publicise key dates and upcoming events in internal communications to all staff and stakeholders including staff newsletter and regular Town Hall meetings. | December 2026                                                                                           | RAP WG Executive Functional Leads |

| Action                                                                                                                                 | Deliverable                                                                                                                                                             | Timeline                                             | Responsibility                    |
|----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-----------------------------------|
| 14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. | June 2025 and 2026                                   | RAP WG Coordinator                |
|                                                                                                                                        | Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.                                                                    | 1 July 2025 and 2026                                 | RAP WG Coordinator                |
|                                                                                                                                        | Complete and submit the annual RAP Impact Survey to Reconciliation Australia.                                                                                           | 30 September 2025, 2026                              | RAP WG Coordinator                |
|                                                                                                                                        | Report RAP progress to all staff and senior leaders quarterly.                                                                                                          | March, June, September, December 2025, & 2026 & 2027 | RAP WG Executive Functional Leads |
|                                                                                                                                        | Publicly report our RAP achievements, challenges and learnings, annually.                                                                                               | March, June, September, December 2025, & 2026 & 2027 | RAP WG Executive Functional Leads |
|                                                                                                                                        | Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.                                                                               | April 2026                                           | RAP WG Executive Functional Leads |
|                                                                                                                                        | Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.                                                                                | November 2026                                        | RAP WG Executive Functional Leads |
| 15. Continue our reconciliation journey by developing our next RAP.                                                                    | Register via Reconciliation Australia's website to begin developing our next RAP.                                                                                       | April 2027                                           | RAP WG Coordinator                |





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