



# *Reflect* *Reconciliation Action Plan*

*March 2024 - March 2025*





**Cleanaway acknowledges the Traditional Owners of the lands on which we operate and in the communities in which we exist. We pay our respect to all Aboriginal and Torres Strait Islander peoples.**

**We are proud to pay our respect to Elders past, present and future for they hold the traditions and the culture, and together we hold the hopes of a truly reconciled Australia.**

## ***Our Artwork***

This artwork represents Cleanaway's commitment to fostering a sustainable circular economy and symbolises Cleanaway's deep respect for the land, oceans and waterways of Australia.

The three central circular clusters represent the three pillars of reconciliation: Relationships, Respect and Opportunities. These three pillars provide the backbone and support for Cleanaway's ongoing reconciliation journey.

Organic shapes depicting nature and foliage are interspersed between the three circular shapes symbolising sustainability and the revitalisation of the land on which Cleanaway operates.

The surrounding circular shapes represent Cleanaway's focus on building genuine relationships with Aboriginal and Torres Strait communities. The river-like wavelines symbolise the shared pathways which help support First Nation communities, peoples and businesses to making a sustainable future possible together.

This artwork was created by Marcus Lee, a proud Aboriginal descendant of the Karajarri people from North Western Australia.



# CEO and MD statement

It is with great pride that I present this, our third Reconciliation Action Plan (RAP). Our first RAP was launched in 2016 and although we have seen significant changes in our business, and our reconciliation journey, since then, this latest RAP reconfirms our commitment to listen to, learn from and build a sustainable future together with First Nations peoples, communities and organisations. In essence, it is our roadmap to inspire and realise greater potential in making a real and measurable difference.

As a business, we aspire to be the most innovative and sustainable waste management company and see this as a fundamental for our Blueprint 2030. This strategy focuses on creating superior value for all our stakeholders, by integrating and extending our leading network of infrastructure assets to provide high-circularity, low-carbon solutions. As part of this, our vision is that we continue to care for the lands on which we operate, to find better, smarter and cleaner ways to make a sustainable future possible together with First Nations communities. Understanding the intrinsic link that First Nations communities have to country, we are proud to commit to net zero carbon emission by 2050, and understand the benefits that this will deliver to our people, our planet and our communities.

At Cleanaway, delivering strong foundations, growing our people, being talent ready, fostering a safe and inclusive environment and building pride is fundamental to our business. This RAP ensures that as part of these core values, we are exploring, building and increasing the cultural competency of our business and delivering on meaningful actions which support reconciliation. As a business, we are well on our way. With 3% of our workforce already identifying as First Nations people and with \$10M spent with First Nations businesses last financial year, we know that we are not starting from scratch with this RAP.

Corporately and individually we all have a responsibility for a reconciled Australia. Our reconciliation journey will continue through listening and fostering respect, strengthening relationships and ensuring accountability against our actions.



*'Our vision is that we continue to care for the lands on which we operate, to find better, smarter and cleaner ways to make a sustainable future possible together with First Nations communities.'*

**Mark Schubert** CEO

# Reconciliation Australia CEO statement



Reconciliation Australia congratulates Cleanaway on continuing its reconciliation journey by formally endorsing its Reflect Reconciliation Action Plan (RAP).

Through this plan, Cleanaway continues to play an important role in a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP continues the journey and primes the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Cleanaway to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Cleanaway on your Reflect RAP, and I look forward to following your continuing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



# Our business

*As one of Australia's leading total waste management providers, we are here to help enable our society's transition to a more sustainable future.*

Although waste might appear commonplace to some, we understand its exceptional potential. Every piece of waste, in our view, holds resource possibilities. Our approach to Australia's waste management needs isn't merely about asking "where does it go now?" but rather, "what can it become next?"

For over 50 years, we have supported Australian businesses by delivering solutions that offer benefits not only to our customers, but also for the communities and environment we live in. With a prized network of state-of-the-art facilities, transfer stations, engineered landfills, liquid treatment plants and refineries, we offer customers an unrivalled capacity to collect, process, treat, recycle or safely dispose of a variety of waste types.

Our ambition lies in becoming the forefront of innovation and sustainability in waste management, a vision deeply woven into our customer-oriented strategy, Blueprint 2030. This strategy revolves around generating exceptional value for all stakeholders. By integrating and expanding our leading infrastructure network, we provide solutions that are highly circular, low-carbon, and synonymous with seamless customer service and cost-effectiveness. This path guides us towards uncovering improved, more intelligent, and environmentally friendly methods to collectively pave the way for a sustainable future.

Our business thrives through the efforts of over 7,500 people located across 300 sites, reflecting the diversity of the communities we serve. Our workforce encompasses individuals with a range of backgrounds, skills, and experiences that enrich our organisation, benefit our customers, and other key partners. We believe in the strength that arises from the variety of perspectives we embrace, whether rooted in distinct cultures or unique backgrounds and thought processes. Our commitment extends to fostering a work culture where everyone feels a sense of belonging, enabling personal growth, and contributing to our mission. This dedication is reinforced by having over 3% of our workforce comprised of First Nations individuals, underscoring our commitment to creating an inclusive environment where each person contributes to our organisation's profound impact.

*Our business thrives through the efforts of over 7,500 people located across 300 sites, reflecting the diversity of the communities we serve.*



# Our RAP

## *At Cleanaway, we have been on a journey towards a reconciled Australia for some time now.*

Having launched our first RAP in 2016, we have taken a number of steps towards driving a more inclusive community for First Nations peoples both within our organisation and also within our community. But, since our last RAP in 2018, our organisation saw a significant change in both leadership and strategic direction which has seen our progress towards reconciliation pause. As an organisation, we have now reflected upon our achievements and re-evaluated what we need to do to genuinely drive reconciliation progress within our sphere of influence.

We are acutely aware that the path towards reconciliation is never linear and while we have implemented many of the actions within our last two RAPs, there is much more to do. We are aware that the cultural competence of our business needs ongoing improvement, and that for many of our leaders who may be new to our business or industry, we need to continue to focus on their own leadership in the space of reconciliation. While we have continued to make progress in employment, both directly and through our supply chain, there is ongoing work that we can do to drive consistency in our local engagement with Traditional Owner Groups. We also know that education around reconciliation never stops, which is why we need to continue to work across our business to ensure that our workforce collectively benefits from cultural learning and appreciation.

With this in mind, we have proactively decided that for us to be genuine in driving reconciliation, we want to re-set the foundations of reconciliation within our business by stepping back to move forwards. We want to use our time in a Reflect RAP to better understand what reconciliation means to us, as a business and as an industry. And we want to learn what more we can do to drive reconciliation. As we move forwards to implement this, our third Reconciliation Action Plan, we seek to drive genuine curiosity, engagement and an openness to be the change we need to support our First Nations peoples, communities and businesses today and tomorrow.

In preparation for the development of our new RAP, we have re-established a RAP Working Group. Co-Chaired by two Cleanaway executive team members, the RAP Working Group represents a variety of business units who each will own the actions outlined in our RAP.

### **Our RAP Working Group includes:**

- **Chris Avramopolous**  
EGM Customer & Growth (Co-Chair)
- **Tracey Boyes**  
EGM Operations, SWS (Co-Chair)
- **Abira Sivakumaran**  
Senior HR Central Officer
- **Alister Lee**  
Head of Operational Excellence
- **Brendan Smith**  
Senior Human Resources Business Partner
- **Dorene Carter**  
Bids and Tenders Business Partner
- **Helen Widdup**  
Customer Onboarding Coordinator
- **Jacquelyn Whelan**  
Marketing Manager
- **Sarah Kerr**  
Diversity, Inclusion and Culture Partner
- **Karen Lowe**  
Procurement Specialist
- **Rebecca Evered**  
Sustainability and Community Specialist
- **Rick Pruckner**  
National BDM - Service Improvement
- **Rodney Trenholme**  
Branch Manager, CDS  
(First Nations Representative)
- **Denise Coupar**  
Talent Acquisition Specialist



# Relationships

| ACTION   | DELIVERABLE   | TIMELINE             | RESPONSIBILITY   |
|--|---|----------------------|--|
| <b>Establish and strengthen mutually beneficial relationships with First Nations stakeholders and organisations.</b> | Identify First Nations stakeholders and organisations within our local area or sphere of influence.                               | April 2024           | Procurement Specialist, Sustainability and Community Specialist  |
|  | Research best practice and principles that support partnerships with First Nations stakeholders and organisations.                | April 2024           | Diversity, Inclusion and Culture Partner   |
| <b>Build relationships through celebrating National Reconciliation Week (NRW).</b>                                   | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our people.                                    | May 2024             | Head of Marketing and Communications   |
|  | RAP Working Group members to participate in an external NRW event.  | 27 May - 3 June 2024 | RAP Co-Chairs  |
|  | Encourage and support our people and senior leaders to participate in at least one external event to recognise and celebrate NRW. | 27 May - 3 June 2024 | RAP Co-Chairs, Head of Marketing and Communications  |
|  | Organise at least one NRW event each year.  | 27 May - 3 June 2024 | Diversity, Inclusion and Culture Partner, Senior Human Resource Business Partner (HRBP), RAP Working Group members |
|  | Register all our NRW events on Reconciliation Australia's <b>NRW website</b> .  | May 2024             | Head of Marketing and Communications   |
| <b>Promote reconciliation through our sphere of influence.</b>   | Communicate our commitment to reconciliation to our people.   | March 2024           | RAP Co-Chairs  |
|  | Identify external stakeholders that our organisation can engage with on our reconciliation journey.                               | May 2024             | Head of Marketing and Communications, Procurement Specialist   |
|  | Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.        | October 2024         | Diversity, Inclusion and Culture Partner   |
| <b>Promote positive race relations through anti-discrimination strategies.</b>                                       | Research best practice and policies in areas of race relations and anti-discrimination.   | April 2024           | Senior HRBP  |
|  | Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.             | April 2024           | Senior HRBP, Diversity, Inclusion and Culture Partner  |
|  | Educate senior leaders on the effects of racism.  | October 2024         | Diversity, Inclusion and Culture Partner   |



# Respect



| ACTION   | DELIVERABLE   | TIMELINE                 | RESPONSIBILITY   |
|--|---|--------------------------|--|
| <b>Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.</b> | Develop a business case for increasing understanding, value and recognition of First Nations cultures, histories, knowledge and rights within our organisation.       | May 2024                 | Senior HRBP, Chief People Officer  |
|  | Conduct a review of cultural learning needs within our organisation.  | August 2024              | Diversity, Inclusion and Culture Partner   |
|  | Provide opportunities for RAP Working Group members, HR managers and other key leaders to participate in formal and structured cultural learning.                     | August 2024              | Diversity, Inclusion and Culture Partner   |
| <b>Demonstrate respect to First Nations peoples by observing cultural protocols.</b>   | Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.                            | March 2024               | Sustainability and Community Specialist  |
|  | Increase our people's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | July 2024                | Sustainability and Community Specialist, Head of Marketing and Communications, RAP Co-Chairs |
|  | Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.                           | May 2024                 | Head of Marketing and Communications, Diversity, Inclusion and Culture Partner               |
|  | Ensure at least 50% of sites have an Acknowledgement of Country sign at the entrance or somewhere prominent within the site.  | December 2024            | Sustainability and Community Specialist, Head of Marketing and Communications, Senior HRBP   |
| <b>Build respect for First Nations cultures and histories by celebrating NAIDOC Week.</b>  | Review HR policies and procedures to remove barriers to our people participating in NAIDOC Week.  | May 2024                 | Senior HRBP  |
|  | Raise awareness and share information amongst our people about the meaning of NAIDOC Week.  | First week in July, 2024 | Diversity, Inclusion and Culture Partner, Head of Marketing and Communications               |
|  | Introduce our people to NAIDOC Week by promoting external events in our local area.   | June 2024                | Senior HRBP, Head of Marketing and Communications  |
|  | RAP Working Group to participate in an external NAIDOC Week event.  | First week in July, 2024 | RAP Co-Chairs  |





# Opportunities

| ACTION  | DELIVERABLE  | TIMELINE      | RESPONSIBILITY  |
|---|--|---------------|---|
| <b>Improve employment outcomes by increasing First Nations recruitment, retention and professional development.</b> | Develop a business case for First Nations employment within our organisation.  | April 2024    | Diversity, Inclusion and Culture Partner, Senior HRBP |
|   | Build understanding of current First Nations workforce to inform future employment and professional development opportunities. | May 2024      | Senior HRBP, Chief People Officer                     |
|   | Maintain 3% employment of First Nations peoples across workforce.  | December 2024 | Head of Talent and Learning                           |
|   | Develop a First Nations employee network.  | December 2024 | Senior HRBP, Chief People Officer                     |
|   | Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.          | December 2024 | Head of Talent  |
| <b>Increase First Nations supplier diversity to support improved economic and social outcomes.</b>                  | Develop a business case for procurement from First Nations owned businesses.   | March 2024    | Procurement Specialist                                |
|   | Maintain Supply Nation membership.   | July 2024     | Procurement Specialist                                |
|   | Develop and communicate opportunities for procurement of goods and services from First Nations businesses to our people.       | April 2024    | Procurement Specialist                                |
|   | Build strong and sustainable relationships with at least two new First Nations owned and managed businesses.                   | July 2024     | Procurement Specialist                                |



# Governance

| ACTION  | DELIVERABLE   | TIMELINE  | RESPONSIBILITY   |
|---|---|---|--|
| <b>Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>  | Maintain a RWG to govern RAP implementation.  | March 2024  | Diversity, Inclusion and Culture Partner, Senior HRBP                |
|   | Review the Terms of Reference for the RWG.  | July 2024   | Diversity, Inclusion and Culture Partner, Senior HRBP                |
|   | Maintain First Nations representation on the RWG.   | July 2024   | Diversity, Inclusion and Culture Partner, Senior HRBP                |
|   | Meet at least four times per year to drive and monitor RAP implementation.  | February 2024, May 2024, August 2024, November 2024 | Diversity, Inclusion and Culture Partner, Senior HRBP, RAP Co-Chairs |
| <b>Provide appropriate support for effective implementation of RAP commitments.</b>   | Define resource needs for RAP implementation.   | March 2024  | Diversity, Inclusion and Culture Partner                             |
|   | Engage senior leaders in the delivery of RAP commitments.   | March 2024  | Diversity, Inclusion and Culture Partner, Senior HRBP, RAP Co-Chairs |
|   | Appoint a senior leader to champion Our RAP internally.   | March 2024  | Diversity, Inclusion and Culture Partner                             |
|   | Define appropriate systems and capability to track, measure and report on RAP commitments.  | March 2024  | Diversity, Inclusion and Culture Partner, Senior HRBP                |
| <b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b> | 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 annually                                       | Diversity, Inclusion and Culture Partner, Senior HRBP                |
|   | Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.  | 1 August annually                                   | Diversity, Inclusion and Culture Partner, Senior HRBP                |
|   | Complete and submit the annual RAP Impact Survey to Reconciliation Australia.   | 30 September, annually                              | Diversity, Inclusion and Culture Partner, Senior HRBP                |
| <b>Continue our reconciliation journey by developing our next RAP.</b>  | Register via Reconciliation Australia's <a href="#"><u>website</u></a> to begin developing our next RAP.  | September 2024                                      | Diversity, Inclusion and Culture Partner, Senior HRBP                |

**CLEANAWAY**  
Making a sustainable future possible



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