



INNOVATE RECONCILIATION ACTION PLAN

May 2025 – April 2027



Acknowledgement

Cleanaway acknowledges the Traditional Owners of the lands on which we operate and 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 cultures, and together we hold the hopes of a truly reconciled Australia.

Language note

Throughout this document the terms Aboriginal and Torres Strait Islander peoples and First Nations peoples will be used interchangeably to describe all Aboriginal and/or Torres Strait Islander peoples, groups and cultures. Cleanaway acknowledges the diverse groups and cultural practices of Aboriginal and Torres Strait Islander peoples and communities across Australia and does not intend to diminish these unique backgrounds and experiences through using collective terms.

Artwork

This artwork represents Cleanaway's commitment to fostering a sustainable circular economy and symbolises our 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 our focus on building genuine relationships with Aboriginal and Torres Strait communities. The river-like wavelines symbolise the shared pathways which help support First Nations communities, peoples and businesses to make a sustainable future possible together. This artwork was created by Marcus Lee, a proud Aboriginal descendant of the Karajarri people from Northwestern Australia.

Cleanaway CEO Statement

In 2024, we refreshed our reconciliation journey commitment with the launch of our Reflect Reconciliation Action Plan (RAP). This affirmed our continued pledge to listen to, learn from and build a sustainable future together with First Nations peoples, communities and organisations.

At Cleanaway, we believe in working closely with our customers, partners, communities, governments and industries to lead the way in Australia's circular economy. Together, we are committed to making a sustainable future possible, driven by the four key pillars of our sustainability framework: recovering resources, protecting the environment, reducing emissions and working together. We will continue to care for the lands on which we operate, to find better, innovative and cleaner ways to make a sustainable future possible together with First Nations communities.

We are proud of our progress over the last twelve months following the recommencement of our RAP journey. During this time, we have built and increased the cultural competency of our business through team member-targeted cultural awareness training and the development of guidance material for observing cultural protocols.

We also continue to facilitate a culturally safe and inclusive working environment for our First Nations colleagues. With around 265 of our team members identifying as First Nations peoples, it is critical we create the platforms and opportunities to elevate their voices. Positively, our 2024 Employee Engagement Survey indicated that the experiences of our First Nations people were comparable to Cleanaway overall. Through the launch of Cleanaway's First Nations Employee Network and First Nations representation on our RAP Working Group, we will continue to seek opportunities to co-design the policies and practices that impact our people.

Over the last 12 months we have laid the foundations for a better understanding of the many lands on which we operate, and we will seek opportunities to expand and enrich this connection in the coming two years. We will further build our connections and relationships, with particular focus on our engagement with Traditional Owners and First Nations-owned businesses through direct investment and by influencing our supply chain.

I want to take this opportunity to thank our RAP Working Group for their leadership in Cleanaway's reconciliation journey and their contribution to the development of this next RAP. Thanks also to Everywhen Group for their guidance and for walking alongside us in our journey.

As we share this Innovate RAP, we acknowledge our collective responsibility to move toward a truly reconciled Australia through a commitment to listen, strengthen relationships and foster respect.



'Over the last 12 months we have laid the foundations for a better understanding of the many lands on which we operate, and we will seek opportunities to expand and enrich this connection in the coming two years.'

Mark Schubert CEO

Reconciliation Australia

CEO statement



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

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

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. Cleanaway continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — *Reflect*, *Innovate*, *Stretch* and *Elevate* — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Cleanaway will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Cleanaway using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Cleanaway to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Cleanaway will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Cleanaway's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia

WHO WE ARE

Cleanaway has a long and proud history of delivering at-scale waste solutions that provide environmental and public health benefits to our customers, communities and the environment.

Our national network of licensed facilities includes transfer stations, engineered landfills, liquid treatment plants, refineries and depots. These allow us to collect, process, treat, recycle, or safely dispose of various waste types at approximately 200,000 locations each year through 330 Cleanaway sites. As the nation's leading waste solutions provider, Cleanaway continues to lead the way in sustainable waste management and deliver on our purpose of making a sustainable future possible together.

Cleanaway's workforce is made up of individuals from diverse backgrounds, cultures and experiences, enriching our organisation and creating value for our customers and key partners. Our workforce includes more than 8,000 dedicated team members across Australia with approximately 265 identifying as First Nations peoples.



OUR OPERATIONS

We operate across two key segments



Solid Waste Services

We operate Australia's largest general waste and recycling collections fleet, supported by an extensive network of resource recovery and post-collection assets. We provide safe, efficient and sustainable collection, recovery and disposal of solid waste, including putrescible, inert, household and recovered waste. Materials are processed through our recycling facilities, transfer stations and landfills. Whatever cannot be recovered is safely disposed of in engineered landfills, where we also capture and destroy landfill gas, turning it into energy in select locations. This ensures responsible waste management while maximising resource recovery and minimising environmental impact.



Environmental and Technical Solutions

This segment provides expert waste management, resource recovery and industrial services. Our solutions include the collection, treatment, recycling and destruction of hazardous and non-hazardous liquids, oils, hydrocarbons, chemical waste and contaminated soils. We also support the health sector with safe disposal of medical, pharmaceutical and hazardous waste. To keep businesses compliant and operational, we offer plant and asset management, drain cleaning, vacuum loading, high-pressure cleaning, pipeline maintenance and CCTV monitoring. By combining environmental expertise with technical precision, we help businesses meet regulatory requirements while minimising their impact on the environment.

Our national network



2 key segments



330

sites across the country



8,000+

team members



Our Guiding Principles

Our Guiding Principles form the cornerstone of our collaborative work culture, focusing on safety, care, connection, ownership and forward-thinking across our business. These principles create an environment where every team member feels valued, respected and empowered to contribute their best.



Keep each other safe

At our foundation is our commitment to ensure we go home safe and well every day. This goes beyond physical safety, it's also about psychological and process safety and protection of the environment.



Show genuine care

To be respectful, embrace differences and belong. More than just words, this involves understanding individual needs, showing concern for wellbeing, recognising achievements, being inclusive, and providing supportive feedback with empathy.



Connect and grow together

We learn, win and have fun as a team. This helps us create connections and a sense of belonging for personal, professional and business growth. Breaking down silos and transforming us into an actively supportive community is critical for success.



Own it, be courageous

We pursue opportunities, improve at pace and deliver outstanding results. Embracing collective success requires courage to challenge norms, voice new ideas and embrace challenges for growth. It means making decisions as if Cleanaway was our own, always striving for our customers, employees and our communities with integrity.



Act beyond today

We deploy bold, innovative and sustainable solutions for future generations. While delivering for today, we focus on continuous improvement for the future, considering the long-term impact of our actions on the organisation, teammates, customers and the world. It aligns with our purpose of making a sustainable future possible together.

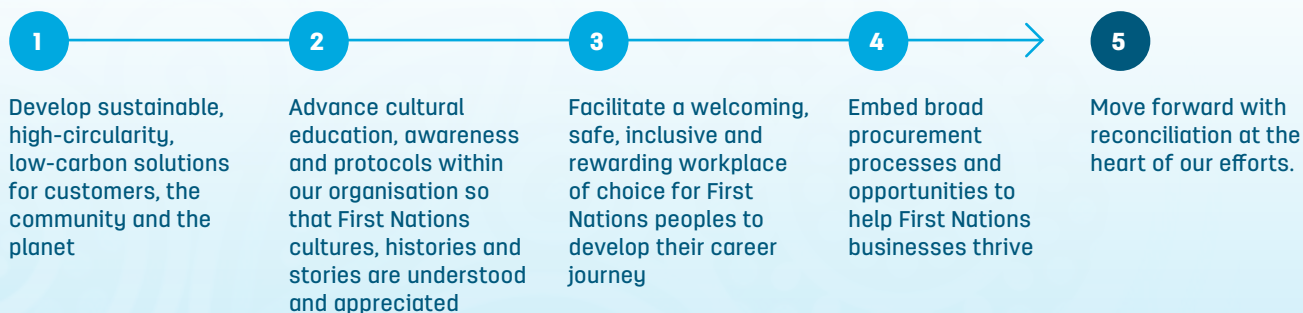
VISION FOR RECONCILIATION

Our vision for reconciliation is to learn from the stories of the Original Custodians of Australia, and work together with First Nations communities to help us make Cleanaway a place where we all understand, recognise and respect the peoples, cultures and heritages of our nation.

We commit to creating an environment where First Nations peoples, businesses and communities continue to prosper through equal economic and social opportunity.

In turn, we look to them to help us find better, innovative and cleaner ways to make a sustainable future possible together, as we continue with our obligation to care for the lands on which we live, work and play.

How we will bring our vision to life



Our RAP journey

We commenced our reconciliation journey in 2016 with the launch of our first Reflect RAP and subsequent Innovate RAP in 2018.

While we implemented many of the actions in our first two RAPs, since this time our organisation has seen a significant change in both leadership and strategic direction. This led to a pause in our reconciliation journey, giving us time to reflect on our achievements and re-evaluate how we could drive genuine reconciliation progress within our sphere of influence.

In 2024, we reignited our reconciliation journey with our Reflect RAP – a decision which was made in order to reset the foundations of reconciliation within our business by stepping back to move forwards. Over the past 12 months, we truly reflected on what reconciliation means to us, as a business and as an industry. We have taken meaningful steps across our business towards stronger relationships with and a deeper understanding and respect of First Nations peoples and communities.

Key achievements and highlights from our Reflect RAP 2024 – 2025:

- **September 2023**
Refreshed RAP Working Group and appointed RAP Co-Chairs
- **May 2024**
Acknowledged National Reconciliation Week (NRW) with five events across the country
- **March 2024**
Launched second Reflect RAP



Key challenges and learnings from our Reflect RAP 2024 – 2025:

While we are proud of our achievements with Cleanaway's Reflect RAP 2024 – 2025, there have been some key challenges which provided valuable learning opportunities. We will incorporate these learnings into the next step of our journey.

Firstly, implementing our First Nations Procurement Business Case, which aspires to increase our spend with First Nations business, has been a challenge. We have learned that this isn't simply about sharing information and expecting organic growth; it requires significant effort and practical guidance to implement sustainable behavioural change across the

organisation. Additionally, we faced challenges ensuring we had adequate resources to develop the capability of our suppliers and grow our tier 2 spend.

We continue our learning journey, uplifting the cultural competency of our people to effectively contribute to the shared actions outlined in our RAP. This will be a key focus of our next RAP as we strive to embed reconciliation into the way we do things. We are fortunate to have the guidance of external advisors who continue to provide expert support in navigating this journey, side by side.

Despite these challenges, we remain committed to driving positive change and are optimistic about the opportunities to further strengthen our reconciliation initiatives.

• May 2024

Established First Nations Employment Strategy

• July 2024

Communicated our Cultural Protocol Document and ran Acknowledgement of Country education session

• August 2024

Maintained Supply Nation Membership

• November 2024

Established First Nations Employee Network

• June 2024

Developed a First Nations Procurement Business Case

• July 2024

Issued Acknowledgement of Country plaques to all sites and added Traditional Owner group names to our internal site directory

• October/November 2024

65 employees undertook Cultural Awareness Training through The BlackCard

OUR RECONCILIATION ACTION PLAN

As we embark on our fourth RAP and second Innovate RAP, we are dedicated to engaging with First Nations communities and cultivating an inclusive workplace that honours and respects First Nations cultures. While we have made significant strides, we acknowledge the importance of ongoing progress aligned with our Guiding Principles. These reflect our commitment to positive change and genuine care.

This progress continues to be led by an active RAP Working Group which includes Executive Sponsors, who champion our reconciliation activities and foster collaboration across the organisation to support the achievement of our goals.

We are proud to partner with Everywhen Group, an Aboriginal Management Consulting Firm, whose cultural expertise and guidance have been instrumental in shaping our reconciliation journey. Their insights continue to inform our strategies and actions, ensuring they align with First Nations perspectives and aspirations. This collaborative effort, supported by our First Nations employees, is instrumental in shaping our vision for a reconciled Australia.

While we are still early in this journey and focused on building momentum, we remain committed to raising awareness and driving action at every level of our organisation. Our senior leaders fully endorse and are accountable for the successful execution of our next RAP, marking a significant next step in Cleanaway's journey toward reconciliation.

Our RAP Working Group

Our RAP Working Group is co-Chaired by two Cleanaway Executive Sponsors and is made up of representatives from a variety of business units, responsible for the implementation of the actions outlined within our RAP.

Co-Chairs

- **Chris Avramopoulos**
Executive General Manager – Customer and Growth (RAP Champion)
- **Tracey Boyes**
Executive General Manager – Solid Waste Services (RAP Champion)

Members

- **Abira Sivakumaran**
HR Projects and Governance Advisor
- **Claire Fenelon**
Communications Business Partner
- **Denise Coupar**
Talent Acquisition Specialist
- **Dorene Carter**
Bids and Tenders Business Partner
- **Helen Widdup**
Workforce Training and Capability Business Partner
- **Karen Lowe**
Procurement Specialist
- **Prabha Bhudia**
Senior Human Resources Business Partner
- **Rebecca Evered**
Sustainability and Community Specialist
- **Rick Pruckner**
National Business Development Manager
- **Rodney Trenholme**
Branch Manager (First Nations Representative)
- **Sarah Kerr**
Culture and Inclusion Manager
- **Taku Ide**
Head of Carbon
- **Taylor Brookes**
Customer Service Officer (First Nations Representative)

Our RAP Working Group is supported to implement RAP activities by Everywhen Group, an Aboriginal Management Consulting Firm.





Relationships

In line with our **‘Connect and grow together’** Guiding Principle, creating opportunities to learn and grow together is critical to our reconciliation journey. We aim to forge strong partnerships with First Nations stakeholders and communities, approaching these relationships with genuine openness and curiosity.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	Connect with local First Nations stakeholders and organisations to establish principles for future engagement.	December 2026	Sustainability and Community Specialist
	Establish and maintain at least one formal two-way partnership with a First Nations community or organisation.	March 2027	Sustainability and Community Specialist
2. Facilitate meaningful engagement with First Nations stakeholders and organisations.	Develop and implement an engagement plan to work with First Nations stakeholders and organisations.	February 2027	Sustainability and Community Specialist
	All material greenfield Cleanaway sites and material developments will include a Traditional Owner community engagement plan, with ongoing engagement and input from the Traditional Owner groups within the geographic area during the consultation phase.	March 2027	Executive General Manager –Solid Waste Services
3. Build relationships through celebrating National Reconciliation Week (NRW).	Organise at least one NRW event each year.	27 May – 3 June 2025, 2026	Culture and Inclusion Manager
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025, 2026	RAP Working Group Co-Chairs
	Encourage and support senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025, 2026	RAP Working Group Co-Chairs
	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our people.	May 2025, 2026	Culture and Inclusion Manager
	Register all our NRW events on Reconciliation Australia’s NRW website .	May 2025, 2026	Culture and Inclusion Manager

Relationships continued

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote reconciliation through our sphere of influence.	Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce.	December 2025	Culture and Inclusion Manager
	Communicate our commitment to reconciliation publicly.	June 2025	Head of Marketing and Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2026	Sustainability and Community Specialist
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	August 2026	Culture and Inclusion Manager
5. Promote positive race relations through anti-discrimination strategies.	Continue to review our people policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2025	HR Projects and Governance Advisor
	Continue to communicate and monitor our Diversity and Inclusion Policy and Respectful Workplace Policy to ensure our people are aware of our anti-discrimination and behavioural expectations.	June 2026	Culture and Inclusion Manager
	Engage with First Nations employees and/or advisors to consult on our Diversity and Inclusion Policy and Respectful Workplace Policy.	June 2026	Culture and Inclusion Manager
	Educate senior leaders on the effects of racism as part of our Respect@Cleanaway program.	December 2026	RAP Working Group Co-Chairs

Case Study 1

Now More Than Ever: National Reconciliation Week 2024

During National Reconciliation Week (NRW), over 300 Cleanaway team members gathered to learn about our shared histories, cultures and achievements, and to reflect and act on the 2024 theme 'Now More Than Ever'.

In line with this theme, we focussed on truth telling and education with activities held across our sites on Bunurong, Kurna, Dharug, Whadjuk and Yuggera Country. We were fortunate to have Elders and team members who shared their stories and educated our people on the role we can all play in reconciliation.

Helen Widdup, our Workforce Training and Capability Business Partner, said Whadjuk Marman Steven Jacobs "shared some truth-telling stories about his family, and how the land has changed over time. The team was welcomed to take part in a Smoking Ceremony, learning about its cleansing properties and the ability to ward off bad spirits."



Above: National Reconciliation Week 2024 event at Cleanaway Kwinana Beach, WA. Images courtesy of Michael Kowal.



Respect

Our Guiding Principle **'Show genuine care'** inspires our commitment to creating an environment where everyone feels safe and included. Every voice matters and we respect different perspectives, backgrounds and experiences.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	Continue to review cultural learning needs within our organisation.	February 2026	Culture and Inclusion Manager
	Consult our First Nations advisors on the development of our cultural learning strategy.	April 2026	Culture and Inclusion Manager
	Develop, implement, and communicate a cultural learning strategy document for our people.	May 2026	Culture and Inclusion Manager
	Provide opportunities for RAP Working Group members, People and Culture leaders and other key leaders to participate in formal and structured cultural learning.	December 2026	Culture and Inclusion Manager
7. Build cultural competency through the development of cultural awareness training and resources.	Provide opportunities for all new employees to participate in cultural awareness training during their induction.	January 2027	Culture and Inclusion Manager
	Create a library of resources, training, workshops and immersive opportunities which all employees can access to develop their own cultural competency.	January 2027	Culture and Inclusion Manager
8. Demonstrate respect to First Nations peoples by observing cultural protocols.	Increase our people's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2026	Culture and Inclusion Manager
	Communicate our Cultural Protocol Document to our people, including protocols for Welcome to Country and Acknowledgement of Country.	July 2026	Head of Marketing and Communications
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2025, 2026	Culture and Inclusion Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May 2025	RAP Working Group Co-Chairs
9. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July 2025, 2026	RAP Working Group Co-Chairs
	Continue to review our people policies and procedures to remove barriers to our people participating in NAIDOC Week.	May 2026	HR Projects and Governance Advisor
	Promote and encourage participation in external NAIDOC events to our people.	July 2025, 2026	RAP Working Group Co-Chairs

Case Study 2

Learn and listen: Increasing understanding of First Nations cultures

In a significant step towards a more inclusive workplace, Cleanaway proudly launched our Cultural Protocol Document in July 2024. This important resource gives thorough guidance on how we can all interact and behave with respect and understanding, particularly in relation to the rich cultural traditions and histories of First Nations peoples.

The document launch was accompanied by an engaging workshop delivered by Acknowledge This!, introducing employees to the principles of delivering an authentic Acknowledgement of Country. This taught us about its significance and the importance of recognising our shared histories and places.

To further increase the capability of our people, 65 team members – including members of our HR Business Partnering and Talent Acquisition Teams, RAP Working Group Members, and our Executive Leadership Team – participated in a virtual workshop

facilitated by The BlackCard. This session served as a pivotal starting point for building cultural capability within our organisation, with key topics such as Aboriginal Terms of Reference, the ongoing impacts of colonialism and the importance of building relationships. Participants engaged in meaningful discussions around Country, Identity, Governance, Elders, Family and Community.

As we deepen our understanding of our shared histories, Cleanaway remains committed to nurturing an environment where our people are encouraged to take the time to learn and listen. Together, we are building a workplace that respects First Nations peoples, histories and communities and promotes a future grounded in collaboration and inclusion.



Images (above): Smoking Ceremony during a National Reconciliation Week 2024 event at Cleanaway Kwinana Beach, WA. Images courtesy of Michael Kowal.

Opportunities

‘Own it, be courageous’ is another of our Guiding Principles. It invites us to have the courage to own our roles, challenge norms and bravely voice new ideas – with integrity. With this in mind, we will strive to create the best opportunities for First Nations people and businesses, supporting their success and prosperity now and in the future.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	Continue to review the composition of our current First Nations workforce to inform future employment and professional development opportunities.	February 2026	Senior Human Resources Business Partner
	Continue to implement and embed our First Nations Employment Strategy.	May 2025	Talent Acquisition Specialist
	Engage with First Nations employees to consult on activities within our First Nations Employment Strategy.	May 2025	Talent Acquisition Specialist
	Advertise job vacancies to effectively reach First Nations stakeholders.	September 2026	Talent Acquisition Specialist
	Continue to review recruitment procedures and HR policies to remove barriers to First Nations participation in our workplace.	October 2026	Talent Acquisition Specialist
11. Build a diverse workforce by increasing meaningful and sustained employment opportunities.	Maintain 3% employment of First Nations peoples across our workforce.	April 2027	Talent Acquisition Specialist
	Utilise early career programs to support First Nations students and jobseekers to join the workforce.	April 2027	Senior Employment Pathways Lead
12. Increase First Nations supplier diversity to support improved economic and social outcomes.	Develop and implement a First Nations procurement strategy.	July 2026	Procurement Specialist
	Maintain Supply Nation membership.	August 2025, 2026	Procurement Specialist
	Develop and communicate opportunities for procurement of goods and services from First Nations businesses to our people.	July 2026	Procurement Specialist
	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	September 2026	Procurement Specialist
	Develop commercial relationships with First Nations businesses.	January 2027	Procurement Specialist
	Develop an understanding of procurement practices and relationships of our supply chain and influence suppliers to engage with First Nations businesses.	December 2026	Procurement Specialist

Case study 3

Caring for Country: Local Dharug artists' prominent legacy comes to life at new Cleanaway facility

Cleanaway's new state-of-the-art Material Recovery Facility (MRF) in Glendenning, NSW highlights our commitment to building meaningful relationships with First Nations communities through understanding, engagement and caring for Country.

The Dharug peoples are the Traditional Custodians of the land on which the new MRF is built. Living on these expansive, sacred lands for thousands of years, their cultural connections to Country in the Blacktown and Eastern Creek areas are vitally important, with many local Dharug people still in the area today.

Seeking to honour this, Cleanaway invited Dharug artists, Jamie and Danny Eastwood, to visually share the story of their local lands and waterways. With their size and high visibility from the M7 and Woodstock Road eastbound traffic, the fire water catchment tanks were a perfect canvas for Jamie and Danny to tell their story – 'Caring for Country'.

Jamie and Danny see their creation as a bridge to reconciliation, with the painted mural telling stories about the local (Eastern Creek) waterways and animals, in particular the warali wali (possum) and ngununy (flying fox), all of deep significance to Dharug peoples.

"It was a wonderful, big canvas to work on," explained Danny.

"The main thing I'd like people to get from it is about caring for Country, and knowing that this Country was here, and still is here. It's a snapshot of Country, and how it used to be," reflected Jamie.

Just as the Wawarrawarri Dharug people practised sustainability, as a business Cleanaway aspires to be the most innovative and sustainable waste management company, working towards our mission of making a sustainable future possible together.



Above: Danny Lemme, Resource Recovery Manager, outside the water catchment tanks at Cleanaway's MRF in Blacktown City. Images courtesy of Toby Peet, Black Sand Studio.

Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain First Nations representation on the RWG.	May 2025, 2026	Culture and Inclusion Manager
	Review and maintain a Terms of Reference for the RWG.	May 2025, 2026	Culture and Inclusion Manager
	Meet at least four times per year to drive and monitor RAP implementation.	February, May, August, November 2025, 2026	RAP Working Group Co-Chairs
14. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2025, 2026	RAP Working Group Co-Chairs
	Engage our senior leaders and other employees in the delivery of RAP commitments.	May 2025, 2026	RAP Working Group Co-Chairs
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2025, 2026	Culture and Inclusion Manager
	Maintain a senior leader to champion our RAP internally.	May 2025, 2026	Culture and Inclusion Manager
15. 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.	June 2025, 2026	Culture and Inclusion Manager
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	August 2025, 2026	Culture and Inclusion Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2025, 2026	Culture and Inclusion Manager
	Report RAP progress to our people and senior leaders quarterly.	March, June, September, December 2025, 2026, 2027	Head of Marketing and Communications
	Publicly report our RAP achievements, challenges and learnings annually.	September 2025, 2026	Head of Marketing and Communications
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Culture and Inclusion Manager
	Submit a report to Reconciliation Australia at the conclusion of this RAP.	May 2027	Culture and Inclusion Manager
16. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2026	Culture and Inclusion Manager





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