

## Ash Turner

|                        |                             |
|------------------------|-----------------------------|
| State                  | NSW                         |
| Organisation/Company   | Cleanaway                   |
| Position/Role          | National Manager - Organics |
| Membership Type        | National Processing Member  |
| Nominator              | N/A                         |
| Nominator Organisation | N/A                         |
| Nominator Position     | N/A                         |

Do you have experience in any of the following areas?

**X** Financial Acumen

**X** Risk Appetite & Management

**X** My experience lies in other key areas

**Finance - Please provide details of your financial experience (max 100 words)**

MBA qualified with responsibility for operational budgets ranging from \$35M to \$120M. Extensive P&L management, investment assessment, profitability modelling and commercial decision-making experience.

Supports informed Board oversight, investment priorities, commercial sustainability and financial governance.

**Risk Management - Please provide details of your risk management experience (max 100 words)**

Accountable for safety, environmental compliance, operational risk and regulatory obligations across multiple facilities and businesses. Proven safety and risk improvement outcomes.

Well positioned to support industry advocacy on regulation, compliance, environmental standards and responsible industry growth.

**Governance - Please provide details of your governance experience (max 100 words)**

Senior executive accountability across large operations, including Contract Governance training and oversight of compliance and governance frameworks.

Able to contribute practical governance and accountability experience to Board decisions

**What other skills and qualifications(refer to skills matrix) will you bring to the Board of AORA? (max 200 words)**

### **Industry Experience**

- More than 10 years in organics processing, resource recovery and waste infrastructure leadership roles across Cleanaway, SUEZ and Veolia.
- Provides deep understanding of industry challenges, opportunities and member priorities.

### **Business Development**

- Developed business models, profitability improvement initiatives and growth strategies. Successfully identified opportunities to improve EBIT, operational performance and market outcomes.
- Can help AORA advocate for investment, market development and commercially viable industry growth.

#### **Association & Membership Experience**

- Limited direct association governance experience identified; however, extensive stakeholder engagement across industry, customers, regulators and government.
- Brings a practical member perspective and strong stakeholder relationship skills.

#### **People & Culture**

- Led teams of more than 120 personnel across multiple businesses, with a strong track record in safety leadership, culture change and capability development.
- Well placed to support industry workforce capability, leadership development and member engagement.

#### **Change Management**

- Extensive experience leading business transformation, operational change and continuous improvement programs. Delivered significant safety, productivity and performance improvements.
- Valuable experience as the organics sector adapts to policy reform, infrastructure growth and evolving market conditions.

#### **Board Experience**

- No formal Board experience identified
- Opportunity for development while leveraging extensive executive leadership experience.

#### **Director Training**

- No AICD or equivalent Director qualification identified.
- Opportunity to undertake formal director development in future.

#### **Data, Cyber & Information Management**

- Experience overseeing operational systems and business reporting, though not directly accountable for cyber or information governance functions.
- Provides a working understanding of information management within operational businesses.

#### **Project Management**

- Delivered major operational, infrastructure, capital and transformation projects across resource recovery, manufacturing and waste operations.
- Strong capability to support industry initiatives, infrastructure investment and strategic programs.

### Describe your experience in working with member organisations and how you would help raise the profile of AORA (max 200 words)

To raise the profile of AORA, I would position the association at the centre of Australia's once-in-a-generation transition to Food Organics and Garden Organics (FOGO) collection and organics recycling. With governments and councils across the country implementing FOGO programs, AORA has a unique opportunity to become the recognised authority connecting waste diversion, circular economy outcomes and agricultural productivity. AORA's vision already focuses on maximising organics recovery and promoting the benefits of compost and recycled organics.

A key priority should be demonstrating that FOGO is not just a waste management solution but an agricultural resource. AORA can lead the conversation by linking FOGO-derived composts and soil conditioners to improved soil health, carbon sequestration, drought resilience, water retention and increased farm productivity. By showcasing evidence, case studies and grower outcomes, AORA can create a stronger connection between urban organics collection and Australian food production.

Through targeted advocacy, thought leadership, media engagement, industry partnerships and its annual conference, AORA can champion the message that the success of FOGO will ultimately be measured not by tonnes diverted from landfill, but by the beneficial return of nutrients and carbon to Australian soils. This positions AORA as the essential bridge between councils, processors, policymakers and agriculture, while reinforcing its role as the national voice of the organics recycling industry.

### Why do you want to become an AORA Director? (max 200 words)

I want to become an AORA Board Member because I believe the organics recycling industry is at a pivotal moment in its history. The national rollout of Food Organics and Garden Organics (FOGO) services represents a once-in-a-generation opportunity to transform how Australia manages organic resources and to demonstrate the value of a truly circular economy. AORA is uniquely positioned to lead this transition as the national voice of the organics recycling industry.

My ambition is to help strengthen AORA's influence and ensure the conversation extends beyond landfill diversion and waste management outcomes. The long-term success of FOGO will depend on creating strong and sustainable markets for recycled organics, particularly within Australian agriculture. I am passionate about building stronger connections between organics processors, farmers, agronomists, policymakers and local government to showcase how compost and soil conditioners derived from FOGO can improve soil health, water retention, carbon sequestration, drought resilience and agricultural productivity.

As a Board Member, I would advocate for greater industry collaboration, evidence-based promotion of recycled organics and stronger engagement with agricultural stakeholders. I want to help position AORA as the trusted authority that bridges urban waste recovery with productive agricultural outcomes, ensuring recycled organics are recognised as an essential input for Australia's farming future.

Ultimately, I see an opportunity to contribute strategic leadership during a period of significant industry growth and change, helping AORA deliver its vision of maximising organics recycling while creating tangible environmental, economic and social benefits for Australia.

### What are three key points about you that you would like members to consider when electing Directors (max 100 words)

I bring a strong passion for the future of Australia's organics recycling industry and see the national FOGO rollout as a once-in-a-generation opportunity to drive meaningful change. AORA's vision of

increasing organics recovery and supporting a circular economy aligns closely with my professional values.

I am a passionate advocate for connecting recycled organics with agriculture. I believe the success of FOGO will ultimately be measured by how effectively compost and soil conditioners improve soil health, productivity, drought resilience and carbon outcomes across Australian farming systems.

I bring a collaborative and strategic mindset, with a focus on building stronger links between processors, growers, councils and policymakers to elevate AORA's profile and create sustainable end markets for recycled organics.

# Ash Turner

## CAPABILITY STATEMENT

Senior operational and commercial leader with extensive experience in resource recovery, organics processing, and waste management operations across Australia. Proven success in driving operational excellence, business performance, and sustainable growth through strategic leadership, continuous improvement, and environmental stewardship. Experienced in leading multi-site operations, delivering transformation and optimisation initiatives, and developing high-performing teams. Recognised for achieving strong safety, financial, and customer outcomes through disciplined execution, stakeholder engagement, and innovation.

## EDUCATION

MGSM - Masters of Business Administration (MBA)  
MGSM - Post Graduate Diploma in Operations Management  
TAFE - Advance Certificate of Mechanical Engineering  
CPLI – Contract Governance

## CAREER SUMMARY

### Cleanaway Post Collections

National Manager – Organics  
State Manager Resource Recovery  
Transfer Stations Manager

**Dec 2021 – present**

Jan 2026 - present  
Apr 2024 – Dec 2025  
Dec 2021 – Apr 2024

### Suez Recycling & Recovery

Sydney Transfer Stations Manager

**July 2019 – Dec 2021**

July 2019 – Dec 2021

### Veolia Environmental Services

Sydney Facilities Operations Manager

**Feb 2016 – July 2019**

Feb 2016 – July 2019

### SUEZ Environment

Eastern Creek Organics Manager

**Jan 2015 – Jan 2016**

Jan 2015 – Jan 2016

## CAREER HISTORY

### Cleanaway

**Dec 2021 - present**

National Manager Organics

Jan 2026 - present

#### Responsibilities

- Ensuring safety of all personnel across Seven sites
- Development and implementation of national organics strategy
- Managing 8 direct & 122 indirect staff including technical, managers, operators and maintenance.
- Overall management of commercial aspects of the business

State Manager Resource Recovery

Apr 2024 – Dec 2025

#### Responsibilities

- Managing 5 direct and 69 indirect staff from site managers, operators and maintenance staff.
- Annual combined operational budget of \$35 Million
- Overall management of commercial aspects of the business

Transfer Stations Manager

Dec 2021 – Apr 2024

#### Responsibilities

- Managing 5 direct and 69 indirect staff from site managers, operators and maintenance staff.
- Ensuring safety of all personnel across six sites

**Suez Recycling & Recovery****Jul 2019 – Dec 2021**

Sydney Transfer Stations Manager

Jul 2019 – Dec 2021

**Responsibilities**

- Managing 5 direct and 95 indirect staff from site managers, operators and maintenance staff.
- Ensuring safety of all personnel across eight sites
- Annual combined operational budget of \$45 Million
- Overall management of commercial aspects of the business
- Development of a performance-based culture
- Further development of integrated bulk haulage transport
- Integration of maintenance activities into operations

**Veolia Environmental Services****Feb 2016 – July 2019**

Sydney Facilities Operations Manager

Feb 2016 – Jul 2019

**Responsibilities**

- Managing 6 direct and 32 indirect staff from site managers to operators.
- Ensuring safety of all personnel across five sites
- Annual combined operational budget of \$70 Million
- Continued development of a Team based culture
- Overall management of commercial aspects of the business
- Ensuring implementation of key environmental projects to improve site compliance
- Business initiative development and implementation
- 2017 Quarter four Employee of the Year Award
- 2017 Employee of the Year Award- Customer Service

**SUEZ Environment (formally SITA Australia)****Jan 2015 – Jan 2016**

Eastern Creek Organics Manager

Jan 2015 – Jan 2016

**Responsibilities**

- Responsible for managing 15 staff including Supervisor, Operators and Administration.
- Responsible for overseeing the safety of all staff on site
- Annual operational budget of \$4.5 Million
- Environmental compliance
- Receiving, processing and sale of green waste
- Efficient manufacture of quality compost products
- Development of a Team based culture
- Management of commercial aspects of the business, costs, sale price and margin management
- Managing key environmental projects to ensure site sustainability

**Achievements**

- Implemented cost of manufacture analysis enabling sales and operations to manipulate price/margin to improve the volume/profit balance.
- Analysed, developed and proposed business model with potential threefold increase in EBIT
- Drove safety observation at “shopfloor” level greatly raising the awareness of day to day risk
- Reorganised the site layout to gain 300% increase in functional processing area.
- Set plans in place to increase functional processing area by a further 200%