

Ashley Johnston

State	Vic
Organisation/Company	Repurpose it
Position/Role	GM Operations
Membership Type	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 Governance

X Risk Appetite & Management

X My experience lies in other key areas

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

Through senior leadership roles, I have built practical experience in financial management and long-term financial sustainability.

My experience includes:

- Forecasting and budgeting – working with Finance and Commercial teams, forecasting revenue, costs, volumes and business performance.
- Commercial performance – monitoring volumes, pricing, costs and margins to support profitability.
- Capital planning – developing business cases for acquisitions, plant, equipment and site improvements.
- Performance analysis – reviewing results, identifying variances and supporting actions.
- Managing Director – In my role at ASA Holdings, I oversee family investment strategy, asset performance, commercial relationships and new business opportunities.

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

As the GM of Operations, risk management is key to my role.

Experience includes:

- Operational risk – identifying and mitigating risks across complex resource recovery, waste and processing operations.
- Safety and compliance – ensuring operations meet regulatory, environmental, Chain of Responsibility and workplace safety requirements.
- Commercial risk – assessing risks associated with contracts, customers, pricing, material volumes and changing market conditions.

- Business continuity – developing contingency plans to minimise operational disruption and maintain customer service.
- Risk governance – working with executive, legal, finance and operational teams to monitor emerging risks and implement appropriate controls.

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

In senior leadership roles, I have been responsible for ensuring decisions are well informed, accountable and aligned with business, regulatory and operational requirements.

My experience includes:

- Governance and accountability – supporting clear decision-making, reporting and internal processes.
- Compliance – helping ensure operations meet environmental, safety, regulatory and contractual obligations.
- Policies and controls – developing practical procedures that support consistent and responsible operations.
- Reporting – providing clear information on performance, risk and operational matters.
- Cross-functional oversight – working with Legal, Finance, Commercial and Operations to support appropriate review and approvals.

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

I bring a combination of deep organics industry experience, business development, project management, commercial acumen, compliance and operational experience.

Having grown up in a third-generation organics business, Bark King, I have a strong understanding of the opportunities and challenges facing organics processors, including product quality, market development, regulation, operational risk and the need to build sustainable end markets for recovered materials.

My experience leading the growth and eventual sale of Bark King, followed by its integration into Repurpose It, has developed strong skills in strategy, business

development, financial and commercial management, change management and project delivery. I have experience assessing growth opportunities, negotiating commercial arrangements, developing new markets and managing risk while ensuring decisions support long-term business objectives.

As General Manager – Operations at Repurpose It, I also bring senior leadership experience across people, culture, safety, environmental compliance and operational performance. Working within a highly regulated industry has given me a practical understanding of governance, EPA requirements and responsible risk management.

I would bring to the AORA Board a commercially focused, practical perspective, while remaining strongly committed to advancing organics recycling and strengthening the long-term sustainability of the industry.

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

Over the past two years as an AORA Director, I have gained valuable experience working within a member-based organisation, contributing to industry discussions, supporting advocacy priorities and understanding the importance of delivering clear value to members across the organics recycling sector.

Through my work at Repurpose It, the company has been involved with several industry associations, including AORA, Landscaping Victoria, the Australian Council of Recycling, the Victorian Waste Management Association, Bioenergy Australia and the Australasian Land and Groundwater Association.

This has given me exposure to different membership models, advocacy approaches, networking, education and knowledge sharing across complementary sectors.

I would help raise AORA's profile by strengthening relationships with government, councils, industry partners and end markets, while promoting the role organics recycling plays in Australia's circular economy.

I would also look for opportunities to increase collaboration between AORA and other associations, share member success stories, promote high-quality recycled organic products and build greater awareness of the environmental, economic and community benefits delivered by AORA members.

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

I want to continue as an AORA Director because I care deeply about the future of the organics recycling sector and believe I can make a practical contribution to its growth, credibility and impact.

I have grown up in the industry, with my family founding Bark King more than 50 years ago. As a third-generation family member, I have developed a strong understanding of organics recycling and a genuine commitment to increasing the recovery, use and value of recycled organics.

Through Bark King, its sale to Repurpose It, and my ongoing operational leadership, I have seen first-hand the opportunities and challenges facing organics businesses, including regulation, product quality, testing, commercial sustainability and community confidence.

I have also worked on education programs such as Living with Purpose, which helped explain resource recovery and organics recycling in a practical and accessible way. As an AORA Director, I want to use my experience to help advocate for stronger recognition of recycled organics, support better education around organics resources and contribute to practical outcomes that strengthen the sector.

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

Deep industry and operational experience – My family established Bark King over 50 years ago, giving me a strong foundation in organics recycling. As General Manager of Operations at Repurpose It, I oversee operations across all licensed sites and support strong resource recovery outcomes.

Practical commercial leadership – I bring hands-on experience across resource recovery, operations and business management, with a focus on governance, informed decision-making and long-term industry value.

Committed to collaboration and education – I am committed to working with members, industry partners and the community to build confidence in recycled organics and improve understanding of organics recycling.

ASHLEY JOHNSTON

EXECUTIVE PROFILE

A commercially grounded operations leader with deep experience across resource recovery, organics recycling, construction and family business, bringing strong governance awareness, practical decision-making and a proven ability to guide teams through growth, integration and regulatory change.

As General Manager – Operations at Repurpose It and Director of AORA, I bring industry insight, sound judgement and a collaborative leadership approach that supports strategic decision-making, stakeholder confidence and long-term organisational performance.

KEY STRENGTHS

Operational Leadership | Business Development | Commercial Strategy | Strategic Partnerships | Acquisition Integration | P&L Management | Resource Recovery | Organics Recycling | EPA Compliance | Product & Market Development | Stakeholder Management | Continuous Improvement | Team Leadership

CAREER HIGHLIGHTS

- Third-generation organics industry leader with deep sector knowledge across resource recovery, composting, landscaping materials and circular economy markets.
- Led Bark King sale to Repurpose It, supporting business transition, integration and future growth.
- Managed Repurpose It's Organics division through significant operational and regulatory change.
- Appointed Director of AORA, contributing to national industry leadership and advocacy.

PROFESSIONAL EXPERIENCE

REPURPOSE IT

General Manager – Operations

May 2026 – Present | Melbourne, Victoria

Senior leadership role responsible for operational performance across Repurpose It, with accountability for safety, compliance, efficiency, people leadership and continuous improvement across resource recovery, organics, recycled materials and circular economy operations.

Key achievements:

- Work closely with commercial, technical and leadership teams to support growth, product development and new operational opportunities.
- Oversee day-to-day operational performance across multiple sites and business units, with a focus on safe, efficient and reliable delivery.
- Maintain a strong safety and compliance focus across environmental, regulatory, quality and workplace health and safety requirements.
- Build capable operational teams with clear accountability and a practical focus on performance.
- Improve processes to lift productivity, quality and overall business performance.

General Manager – Business Development

May 2024 – May 2026 | Melbourne, Victoria

Focused on growing the business through new markets, strong customer partnerships and practical commercial opportunities across resource recovery, organics, recycled materials and circular economy solutions.

Key achievements:

- Shaped business development plans that opened up new markets, strengthened revenue opportunities and supported long-term growth.
- Built strong working relationships with major customers, government, councils, industry partners and other key stakeholders.
- Negotiated commercial opportunities and partnerships that delivered practical resource recovery solutions for customers.

- Reviewed new markets, partnerships, acquisitions and investment opportunities to support sustainable business growth.

General Manager – Organics

May 2022 – May 2024

Led Repurpose It's Organics division following the acquisition of Bark King, with responsibility for operational performance, commercial growth, integration, regulatory transition and product market development.

- Integrated Bark King operations into Repurpose It while continuing to build organics processing capability.
- Managed transition under Victoria's environmental regulatory framework, including licensing and regulator engagement.
- Supported development of FOGO processing, open windrow composting and in-vessel composting capability.
- Developed markets for recovered organics, including composts, mulches, soil conditioners and landscaping products.

BARK KING

General Manager

January 2019 – May 2022

Third-generation leader within the family-owned organics recycling and landscaping materials business established in 1975, with responsibility across operations, commercial performance, business development and growth.

- Grew the business and expanded its presence across Victoria's organics recycling and landscaping markets.
- Developed relationships with councils, landscape suppliers, commercial customers and industry partners.
- Identified new feedstock sources and markets for recovered organic materials.
- Led commercial arrangements with customers and suppliers and supported investment in processing capability.
- Led negotiations and transition activity associated with the successful sale to Repurpose It.

BOARD, INDUSTRY & COMMUNITY LEADERSHIP

Australian Organics Recycling Association (AORA) – Director | October 2024 – Present

Contributes to the strategic direction and governance of Australia's peak industry body for organics recycling, supporting advocacy, market development and stronger industry capability.

ASA Holdings – Managing Director | August 2023 – Present

Oversees family investment strategy, asset performance, commercial relationships and new business opportunities.

Boronia Hawks Football Netball Club – Board Member / Committee Member / Former Vice President | 2012 – Present

Long-term contributor to community club governance, leadership and organisational support.

EDUCATION & PROFESSIONAL DEVELOPMENT

Certificate IV – Construction

Master Builders Association of Victoria

Issued October 2011

MBS Leadership Program

Melbourne Business School

ADDITIONAL EXPERIENCE

AJAR Unique Homes — Co-Founder | June 2012 – June 2018

Self-Employed — Carpenter | January 2010 – June 2012