

Peter Thompson

State	QLD
Organisation/Company	NuGrow
Position/Role	General Manager Corporate Services and HSEQ
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?

☒ Financial Acumen

☒ Governance

☒ Risk Appetite & Management

☒ My experience lies in other key areas

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

Through my current and previous roles I have been involved in budget development and management with a focus on prudent expenditure. I have been responsible for reviewing and critiquing company wide profit and loss statements and implementing cost saving initiatives. My financial experience is backed with formal qualifications I have obtained including an MBA from the University Of Queensland and being a graduate of the Australian Institute of Company Directors (AICD).

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

Risk management is something I have a lot of experience with and is a strong skillset of mine. Over the last 10 years every role I have performed has required considering matters through a risk management lens whether it be an environmental risk, safety risk, financial risk, reputational risk, contract risk or financial risk as various examples. I understand the importance of establishing the risk appetite of an organisation/stakeholder and making decisions within these boundaries.

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

I have developed my governance experience both through multiple directorships held with various boards but also through completion of the AICD course. I understand the importance of strong governance in the not-for-profit sector along with the value it brings to an organisation such as AORA.

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

I have been involved in the organics industry for the last 13 years having served multiple roles at NuGrow which is Queensland's largest compost manufacturer by volume and geographical reach. Prior to this I worked at a large multi-national consultancy in the environment group for several years.

Academic Qualifications

- Master of Business Administration – University of Queensland

- Graduate Australian Institute Company Directors Course - Australian Institute of Company Directors
- Bachelor of Environmental Management (Hons), majoring in Sustainable Development – University of Queensland

Employment History

- General Manager Corporate Services and HSEQ - March 2026 - current
- Chief Strategy Officer – NuGrow; March 2016 – March 2026
- Environmental Compliance Manager – NuGrow; August 2013 – April 2016
- Environmental Consultant – GHD; January 2007 – August 2013

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

In the past 13 years I have actively been involved with waste and recycling industry bodies including AORA and Waste Recycling Industry Queensland (WRIQ). Through this involvement I have gained an understanding on how these not-for-profit organisations operate seeing both sides of the equation (i.e. industry body vs members/sponsors).

I have also previously served on the board of Bicycle Queensland, a not-for-profit purpose driven advocacy body, as a Director. During this tenure I gained an intimate understanding of how not-for-profit organisations operate and serve their members.

There is enormous opportunity for AORA to increase its profile through continued and improved advocacy, stakeholder engagement, event facilitation and other innovative initiatives that haven't been realised yet such as accreditations, training competencies, certification services, etc.

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

I recognise the need for Australia to transition from a linear model to a circular economy model. There is alignment at a national, state and local government level in relation to waste diversion and recycling targets however significant work is required by all stakeholders, including industry bodies, if we are to achieve these targets. I also appreciate the current environmental issues facing Australia including climate change, pressures on our agricultural systems and soil degradation. With sustainability being a passion of mine I am highly engaged in any solutions which assist in addressing the above issues and I believe recycling organic waste and using this recycled material to improve Australia's soils has the ability to positively impact the current state of play.

Unfortunately however there are many barriers to widespread uptake of organics recycling (Government policy, regulations, economics, education) and I believe being on the Board of AORA would mean I can contribute to breaking down these barriers.

I have reviewed the Director requirements and am satisfied I have sufficient capacity to fulfill directorship duties should I be elected.

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

VALUE PROPOSITION

- Experienced and proven leader

- Successful business strategist
- Extensive background in environmental management and recycling
- Proficient in stakeholder engagement
- Revenue improvement and cost control focused
- Experienced not-for-profit Director

Two areas of passion and capability underpin everything I do: (1) driving organisational high performance in addition to (2) facilitating purpose-based enterprise success.

With more than 15 years' experience in the environmental industry – over 10 as a senior leader– I'm dedicated to setting direction, delivering results, building organisational capacity and inspiring others. In many of my roles this has entailed facilitating positive advancements in how we protect and enhance our environments while achieving positive business outcomes.

KEY AREAS OF EXPERTISE

Leadership

- Focused and effective leader over the past several years demonstrated through attainment of formal qualifications via UQ's MBA and also practical experience.
- Ability to influence leaders and change culture to strike a balance between efficient operations and environmental outcomes.
- Proven at leading a high performing team of employees located in 5 different geographies from multiple departments including Operations, HSEQ and HR.
- Supported and contributed to advocacy work of peak industry groups (e.g. Waste Recycling Industry Queensland, Australian Organics Recycling Association).
- Led and encouraged a culture of innovation resulting in the implementation of several new and innovative operational processes.

Business strategy and management

- Successfully created, communicated, executed and sustained the strategic initiatives of the company. This has seen me develop, articulate and implement strategic plans focused on short and long term objectives including effective growth.
- Reengineered the organisation structure to ensure it was appropriate for the organisations size and strategy.
- Assigned to manage many business facets including development and implementation of operational controls, administrative and reporting procedures and people systems that enhance efficiency and profitability.
- Effectively procured new operational facilities and head offices, negotiated new leases for numerous facilities and oversaw the upgrading of several facilities.
- By understanding company's risk appetite, assessed and developed risk management strategies resulting in appropriate management of risk exposure.

Stakeholder engagement

- Interacted with a wide range of internal and external stakeholders during both my professional career and sporting career. Successfully managed both up and down with internal stakeholders. Liaised with external stakeholders including government, industry bodies, consultants, regulators, media, sponsors and clients to achieve the outcome I was tasked to accomplish.
- Submitted several grant applications which resulted in significant funding being received. Also wrote and lodged award submissions resulting in numerous accolades being received.
- Tactfully and with integrity mitigated adverse outcomes from a crisis that involved and impacted employees, clients, media, regulators and government stakeholders.
- Wrote and reviewed submissions to government and regulators acting as a critical link between industry, regulation and policy.

P&L management

- Reviewed and critiqued company wide profit and loss statements, implemented cost saving initiatives and managed double digit revenue growth year on year across numerous entities and operations via P&L management.
- Provided oversight over corporation wide financial statements, sales and activity reports and other performance data to measure productivity, goal achievement and to identify areas needing cost reduction or program improvement.

Environmental management

- Lead teams of HSEQ professionals to improve environmental systems and documentation including establishment of practical integrated management systems incorporating environment, quality and safety with the aim of ISO certification.
- Risk assessed environmental risks and implementation of a targeted campaign of control measures.
- Efficiently obtained various environmental licences to conduct environmentally relevant activities and implementation of assurance programs to continually assess compliance against the respective licence conditions.
- Lead the organisational culture change to focus on and value environment and safety.
- Strategically managed various enforcement actions in conjunction with external legal consultants.
- Oversaw the response to numerous environmental and safety incidents.
- Identified and delivered on environmental opportunities such as carbon farming, environmental offsets, R&D tax incentive program.

Project and program management

- Developed numerous tender submissions and successfully managed the execution of the scope of services when tender was awarded.
- Oversaw and managed several sub-contractors and consultants involved with numerous internal projects ensuring delivery on time and on budget.
- Led an international expansion project in the UAE and successfully negotiated a significant contract with a major UAE partner.

QUALIFICATIONS

- Bachelor of Environmental Management (Hons), majoring in Sustainable Development – University of Queensland
- Master of Business Administration – University of Queensland
- Graduate Australian Institute Company Directors Course - Australian Institute of Company Directors

EMPLOYMENT HISTORY

- **General Manager HSEQ and Corporate Services – NuGrow:** 2026 - present
- **Chief Strategy Officer – NuGrow:** 2017 – 2026
- **Head of Environment, Governance and Business Excellence – NuGrow:** 2016 –2017
- **Environmental Compliance Manager – NuGrow:** 2013 –2016
- **Environmental Consultant – GHD:** 2007 –2013

VOLUNTEER AND PROFESSIONAL SPORTING SUCCESS

- **Director – Australian Organics Recycling Association:** 2024 – present
 - **Director – Bicycle Queensland:** 2021 – 2023
 - **Drapac Professional Cycling Team:** 2011 and 2012
 - **Virgin Blue/RBS Morgans Cycling Team –** 2010
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