



FY26

OPERATIONS PLAN

Tim Cusack, CEO, 26 May 2025

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WARRRL STRATEGIC PLAN 2025-2027 | OVERVIEW

WHO WE ARE	A not-for-profit organisation appointed to the statutory position of Coordinator for the Western Australian container deposit scheme.					
OUR PURPOSE	To coordinate the WA container deposit scheme to recover all eligible containers.					
OUR VISION	A circular outcome for containers, promoting positive social and environmental impact.					
OUR VALUES	Respect for community	Inclusiveness and Diversity	Transparency and Integrity	Partnership and Innovation	Accountability	Sustainability
STRATEGIES	1. An optimised and resilient CDS network.	2. Grow participation to drive container recovery.	3. Accelerate the transition to the circular container economy.	4. Scheme Coordinator operational excellence.		
KEY STRATEGIC INITIATIVES	<ul style="list-style-type: none"> a. CDS network model optimisation program. b. Evolve Scheme compliance, safety support and fraud analytics. c. Scheme performance and social impact evaluation program. 	<ul style="list-style-type: none"> a. Embed behaviour science principles. b. Deliver brand growth strategy for in-home and out of home settings. c. Drive 'out of home' participation in Containers for Change. d. Compelling member experience. 	<ul style="list-style-type: none"> a. Accelerating growth in container recovery rate. b. Scheme expansion. c. Promoting positive environmental outcomes. 	<ul style="list-style-type: none"> a. People and culture program. b. Strengthen innovation, change and assurance model. 		

Current market and business context

- **In 4.5 years, annual container recovery rate has grown from 32% to 65.7%**, broadly in line with other jurisdictions at the same scheme maturity. The FY26 CRR target of 68% is based on a continuation of incremental CRR growth however will not be achieved this year. Current forecast is 66%.
- **85% target remains in place.** April MAT CCR 65.1%; FRS volume +2.2%. Modest, incremental growth, which has stalled since Christmas. Growth achieved has been driven by Perth and key out of home channels. Below average growth or negative growth has been recorded by four regions and CCGS sectors.
- **No breakthrough performance in Qld, NSW or WA.** All newer Schemes appear plateaued in the mid to high 60%s. A common outcome, but two very different models / features adopted.
- **Government has commenced process to evaluate Scheme Coordinator performance** in advance of considering the next appointment to the role. Assessment KPIs have been established.
- **Right now, WARRRL is 9 months into three-year strategy implementation, with 37 initiatives committed for action in FY25.** Two are planned not to progress. We do not have a level of maturity in these initiatives to make a call on their ability to deliver superior performance over the near / medium term. Many will continue their development and implementation in FY26.
- **WARRRL organisation design review completed, announced, and being implemented.** The impact has been significant and remains work in progress. The time required to integrate new staff with the new portfolio structure cannot be underestimated. This project has impacted organisational ability to progress some key initiatives, especially in those targeted at driving growth.

FY25 Achievements

FY25 achievements by objective of the *Waste Avoidance and Resource Recovery Act 2007*

Objectives of the Act.	Increased recovery and recycling of empty beverage containers	Reduce the number of empty beverage containers that are disposed of as litter or landfill	Ensure that first responsible suppliers of beverage products take product stewardship responsibility in relation to their beverage products	Provide opportunities for social enterprise, and benefits for community organisations, through participation in the container deposit scheme	Create opportunities for employment	Complement existing collection and recycling activities for recyclable waste
Key FY25 achievements	<ul style="list-style-type: none"> Achieved record high levels of consumer awareness of and participation in C4C across WA. Now the most recognised recycling scheme in WA. 300+ refund points. Scores for all attributes relating to trust in recycling. 	<ul style="list-style-type: none"> Record MAT containers saved from landfill 1.009B. CDS material as a proportion of litter at 6.3% by volume. 	<ul style="list-style-type: none"> 813 FRS contracted. Field partnerships with Coca Cola, National Retailers Association. 	<ul style="list-style-type: none"> 28 NFP RPOs providing 110 refund points generating \$17.3m handling fees. 8,000+ CCSG member numbers. 75% of CCSG members transacting with C4C; 27% in the past 30 days. 877 schools registered. \$15.6m donated to CCSG since commencement. 	<ul style="list-style-type: none"> 896 jobs created across the Scheme supply chain. Vulnerable people including those who live with disability – 115 jobs. Aboriginal and Torres Strait Islander people – 63 jobs. 	<ul style="list-style-type: none"> 1,500 container exchange points installed in public places. Blackwood MRF contracted. Online Store upgraded to drive distribution of collection bins. ‘Dirty MRF’ recovery implemented.

FY25 achievements

Strategy 1 | An optimised and resilient CDS network

- Network remains stable and resilient though RPO consolidation has occurred. New RPO appointed to Manjimup and Exmouth (by 30 June 2025) and GSE has strengthened its position through acquisition.
- The volume performance of the network has been uneven, with growth being driven by for profit independently owned entities. Four regions outside metropolitan areas have experienced volume decline.
- RPO contract extension was prioritised and successfully completed, with one LGA RPO declining to continue. All logistics and processing service providers were also extended.
- Refund point numbers continue to expand, up from 274 to +300 by 30 June 2025, driven by completing the installation of 20 self-serve kiosks and the expansion and renovation of the Drop and Go solution. Both have attracted new users to the Scheme.
- A trial of retail based standalone RVM devices (4) has been introduced, as an initiative to support expanding access and convenience.
- A stronger understanding of where in Perth/Peel container returns are under-indexed has been achieved. These insights will have broad application across network delivery, assurance and integrity and growth and development functions.
- Growth of Collect, drawing new users to Scheme.
- A customer refund point experience improvement project was initiated in Q4 using the behaviour science PACE framework. A disability audit of the network has been completed and now under evaluation.
- Assurance and integrity resourcing upgrade was completed to enable action on 4 related strategic initiatives.
- The development of a social impact framework has commenced and will be completed by 30 June 2025.
- Refund point and digital accessibility audit completed with significant improvement opportunities identified.

FY25 achievements

Strategy 2 | Grow participation to drive container recovery

Marketing and communications

- 'Ways to return' brand campaign, with a focus on out of home container collection delivered improved consumer understanding.
- Development of a new communication platform for the Containers for Change brand leveraging behaviour change science.
- Develop tailored behaviour change framework, tools and communications guide in partnership with Monash and BWA – (guides and internal training completed).
- Discovery work to mitigate negative impacts on CDS participation from W2E (commencing March), involving DWER, WARRRL, UWA and BWA.
- SWM/AFL consumer campaign March to September 2025.

Growth and development

- Understanding and improving container disposal and return in commercial settings through trial and deployment initiatives.
- Strategic partnerships within mining, retail & HORECA sectors expanded and enhanced.
- Small format kiosk expansion – trial and evaluation.
- Post disposal intervention initiatives to capture containers from general waste. Progress is being achieved through Instant Waste 'dirty MRF' retrieving containers from C&I an C&D.
- Online Store renovation.
- Container exchange point LGA partnerships with 55 Councils.

Social impact and community development

- Charities, community groups, and school partnerships with peaks and deployment of education resources.

FY25 achievements

Strategy 3 | Accelerate the transition to circular container economy

- WARRRL has representation across multiple working groups who meet regularly for the cross-jurisdiction FRS harmonisation project.
- PET tender completed and volume awarded to Circular Plastics Australia and CircularAU improving the circular economy outcome for clear PET plastic.
- Further commitment to regional glass processing and recycling in Karratha for the Kimberley and Pilbara regions.

Strategy 4 | Scheme Coordinator operational excellence

- Performance management system – Devised KPIs for leadership team and simplified review process.
- Culture and values project – Developed guidelines and values statements to support values and behaviour goals. Created the WARRRL Way – rewards and recognition program.
- Organisation design review – completed and implementing. Resourcing to be completed by 30 June 2025.
- Learning and development – review current offering, including LMS and LinkedIn Learning. Identify gaps and focus on companywide training, with the view to deploy FY26.
- Reflect RAP implementation well advanced with all actions forecast to be completed by 30 June 2025.

FY25 achievements & key actions in progress

Strategy 4 | Scheme Coordinator operational excellence

IT and innovation

- Cybersecurity roadmap
 - Role-based cybersecurity training plan developed and rolled out for all staff and board members.
 - Information security working group (ISWG) has been established to provide internal oversight of cybersecurity.
 - A suite of cybersecurity policies is being developed using on a risk-based approach.
 - A register of WARRRL PII data will be developed, including whether stored and secured by a third party.
 - A compliance and security platform (Vanta) will be implemented and used to monitor security of IT.
- Various IT system enhancements.

Assurance and integrity

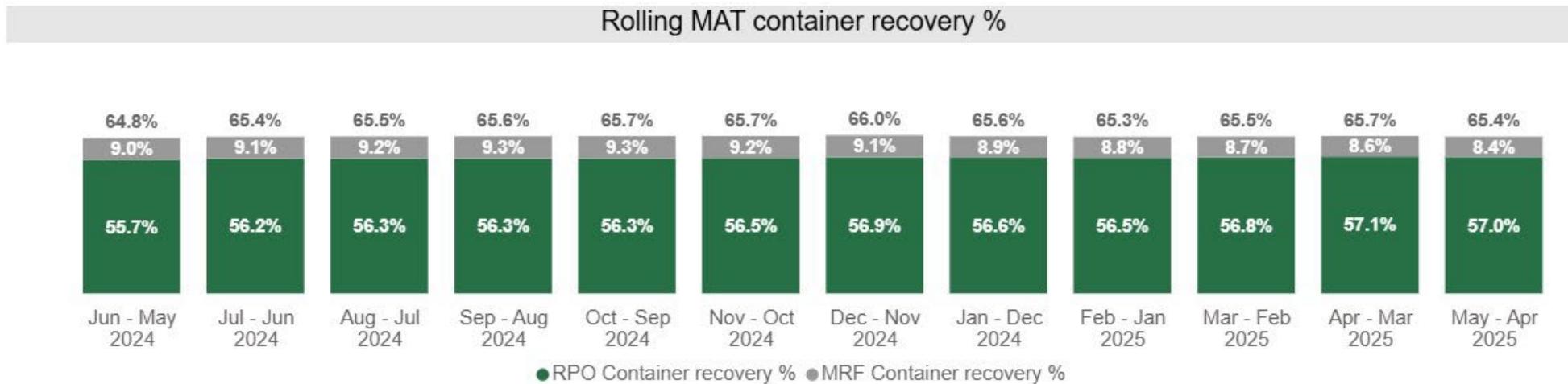
- Renovation of Risk Management Framework.
- Assurance framework and plan review and adjustments commenced.
- Compliance items migrating to CGR system for management and monitoring commenced.

An assessment of the status of each strategic initiative included in the FY25 implementation plan is included as Appendix 1.

FY25 Scheme performance outcomes

Please note that the following data aligns with the recently advised Scheme Coordinator KPI measures.

1.a. Environmental impact - MAT CDS and FRS volumes and recovery rate



1.a. Environmental Impact - FRS volumes and recovery rate by material type

FRS (Actual data for last month)

Material Type	Total Sales (12 Month)	Total Sales (12 Month vs LY)	Total Sales (FYTD)	Total sales (FYTD vs LY)
Aluminium	689.52M	6.9 %	586.84M	6.4 %
Glass	288.19M	-6.4 %	247.52M	-6.4 %
HDPE	21.20M	-19.5 %	18.33M	-17.8 %
Liquid Paper Board	83.91M	6.0 %	70.74M	6.1 %
Other	1.14M	219.9 %	1.04M	273.8 %
PET	469.91M	2.9 %	401.31M	1.6 %
Steel	2.91M	24.9 %	2.49M	25.2 %
Total	1,556.77M	2.6 %	1,328.26M	2.0 %

Total returns by material type

Material Type	12 Month RPO	12 Month MRF	12 Month RPO+MRF	12 Month vs LY RPO	12Month vs LY MRF	12Month vs LY RPO+MRF	RPO + MRF (This FYTD)	RPO + MRF (FYTD vs LY)
Aluminium	405.1M	55.4M	460.6M	6.8 %	-6.7 %	5.0 %	388.3M	3.0 %
Glass	194.2M	31.3M	225.5M	-6.0 %	-15.0 %	-7.4 %	187.7M	-9.3 %
HDPE	8.4M	2.5M	10.9M	4.3 %	-15.2 %	-0.9 %	9.3M	0.6 %
Liquid Paper Board	23.4M	0.0M	23.4M	9.0 %		9.0 %	19.7M	7.3 %
Other	0.6M	0.0M	0.6M	209.8 %		209.8 %	0.5M	178.1 %
PET	245.9M	41.1M	286.9M	7.1 %	8.0 %	7.3 %	245.0M	6.4 %
Steel	1.4M	0.0M	1.4M	7.4 %		7.4 %	1.2M	7.8 %
Total	879.0M	130.3M	1,009.3M	3.8 %	-5.0 %	2.6 %	851.8M	1.1 %

Container recovery percentage

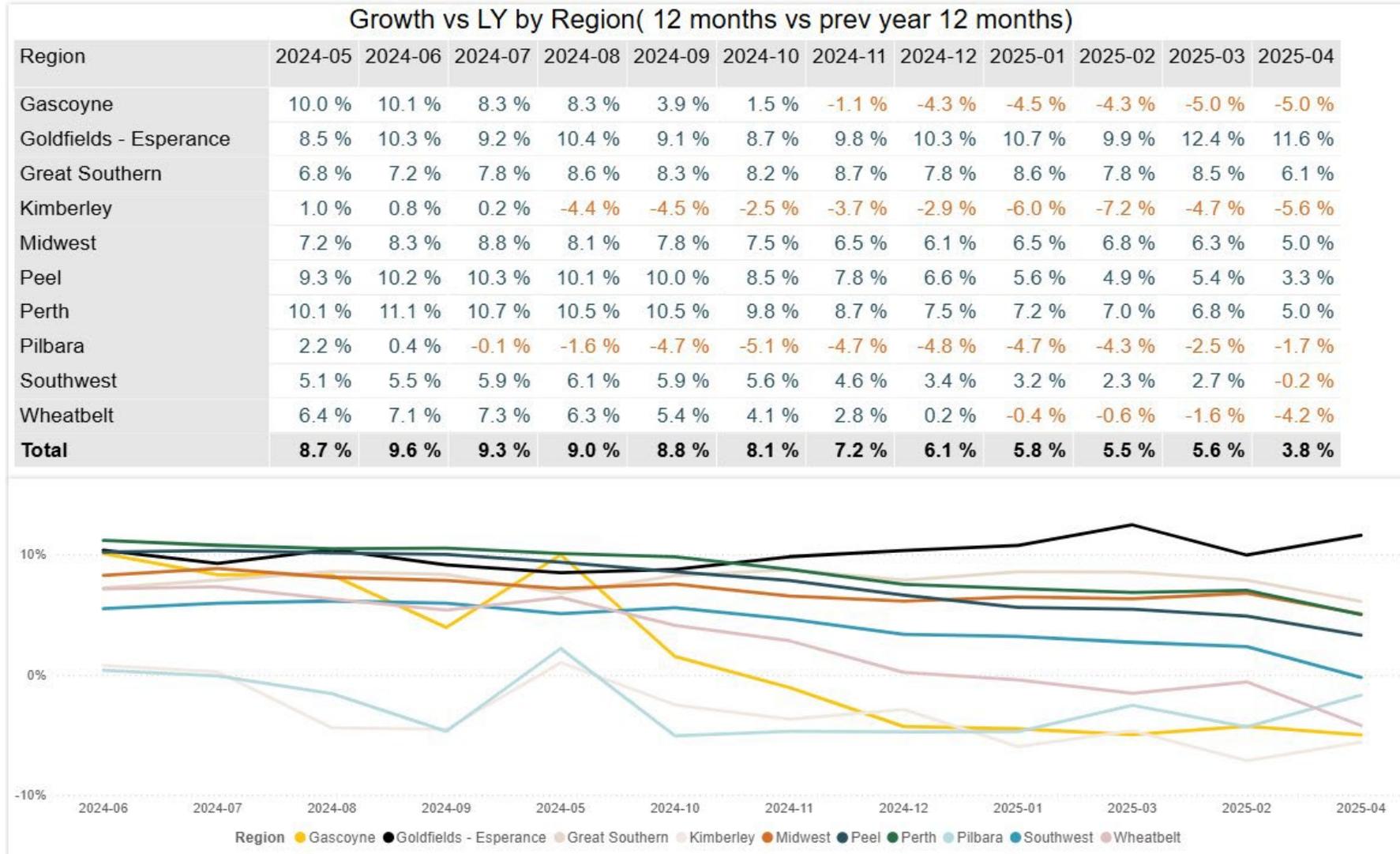
Material Type (Broad)	Container Recovery (12 Month)	Container Recovery (12 Month vs LY)	RPO + MRF Recovery (This FYTD)	RPO + MRF Recovery (FYTD vs LY)
Aluminium	66.8 %	-1.2 %	66.2 %	-2.2 %
Glass	78.2 %	-0.8 %	75.8 %	-2.4 %
HDPE	51.6 %	9.7 %	50.5 %	9.3 %
Liquid Paper Board	27.8 %	0.8 %	27.9 %	0.3 %
Other	54.8 %	-1.8 %	50.4 %	-17.4 %
PET	61.1 %	2.5 %	61.1 %	2.8 %
Steel	49.7 %	-8.1 %	50.1 %	-8.1 %
Total	64.8 %	0.0 %	64.1 %	-0.6 %

1.a. Environmental impact – FYTD 25 vs FYTD 24 growth by region

Current Financial YTD vs Previous FYTD					
Region	Growth Indicator	This FYTD	Last FYTD	Variance	% Growth
Gascoyne	Negative Growth	5,904,114	6,534,348	-630,234	-9.6 %
Goldfields - Esperance	Positive Growth	26,821,669	24,035,684	2,785,985	11.6 %
Great Southern	Positive Growth	20,529,309	19,550,221	979,088	5.0 %
Kimberley	Negative Growth	12,790,786	13,783,973	-993,187	-7.2 %
Midwest	Positive Growth	22,881,397	22,163,717	717,680	3.2 %
Peel	Positive Growth	30,912,378	30,182,254	730,124	2.4 %
Perth	Positive Growth	513,701,505	496,501,632	17,199,873	3.5 %
Pilbara	Negative Growth	23,493,744	23,808,609	-314,865	-1.3 %
Southwest	Negative Growth	60,037,273	60,503,798	-466,525	-0.8 %
Wheatbelt	Negative Growth	27,530,840	29,258,332	-1,727,492	-5.9 %
Total	Positive Growth	744,603,015	726,322,568	18,280,447	2.5 %

MAT APRIL FY25 – SCHEME COORDINATOR KPIS

1.a. Environmental impact – FYTD 25 vs FYTD 24 growth by region



1.a. Environmental impact – MAT April 2025 vs prior year growth by consumer type

Member number collection	MAT	% growth	12 Month Last Year (-24 to -12)	% growth vs prev year	12 Month period (-36 to -24)	Avg per Transaction
Individual	146,023,116	5.8 %	138,000,386	6.7 %	129,324,445	201
Consumer	120,049,635	-0.1 %	120,177,798	2.5 %	117,237,438	177
Unclassified	18,593,123	64.2 %	11,321,839	53.4 %	7,380,667	529
Super Collector	7,380,358	13.5 %	6,500,749	38.1 %	4,706,340	917
Business	23,258,418	8.4 %	21,457,111	21.2 %	17,699,525	906
Business	23,258,418	8.4 %	21,457,111	21.2 %	17,699,525	906
HORECA	7,674,134	8.4 %	7,077,634	19.5 %	5,921,860	677
Accommodation	4,524,196	-0.2 %	4,533,179	11.6 %	4,062,477	1,083
Mining	3,232,803	5.9 %	3,052,914	75.0 %	1,744,713	1,457
Workplaces	2,832,763	-6.9 %	3,043,918	8.5 %	2,804,968	653
Leisure & Sports	1,207,710	2.3 %	1,181,046	3.2 %	1,144,257	981
Events	917,381	23.1 %	745,018	14.5 %	650,621	1,587
Waste Partnership	749,396	222.2 %	232,562	16.6 %	199,438	2,018
Retail	678,918	2.3 %	663,630	29.0 %	514,455	920
Government	518,100	95.7 %	264,751	92.7 %	137,388	567
Caterers	490,081	-0.7 %	493,322	27.0 %	388,293	2,970
Unclassified	255,164	8671.5 %	2,909	88.9 %	1,540	1,296
Residential	86,785	22.7 %	70,734	119.5 %	32,226	585
LGA	32,688	1.5 %	32,192	-2.4 %	32,971	1,019
Universities	29,901	-14.6 %	35,028	-19.2 %	43,350	490
Education	28,398	0.4 %	28,274	34.8 %	20,968	752
RPO	11,961,867	5.3 %	11,357,635	19.3 %	9,521,349	349
Total	181,243,401	6.1 %	170,815,132	9.1 %	156,545,319	230

Registrant reclassification project is underway due to incorrect registration details, and this will continue to adjust. Business data in this table is based on revised classifications.

Container count for containers that consumers have transacted themselves.

Business data is based on new classifications.

Unclassified : Any member registered as an individual but who has collected more than 9000 in the last 12 month. (Derived from the classification that a super collector is more than 1500 in the space of 8 weeks (8 weeks being the average time in between returns))

Super collector: An individual who collects more than 1500 containers approximately every 8 week from both in and out of home.

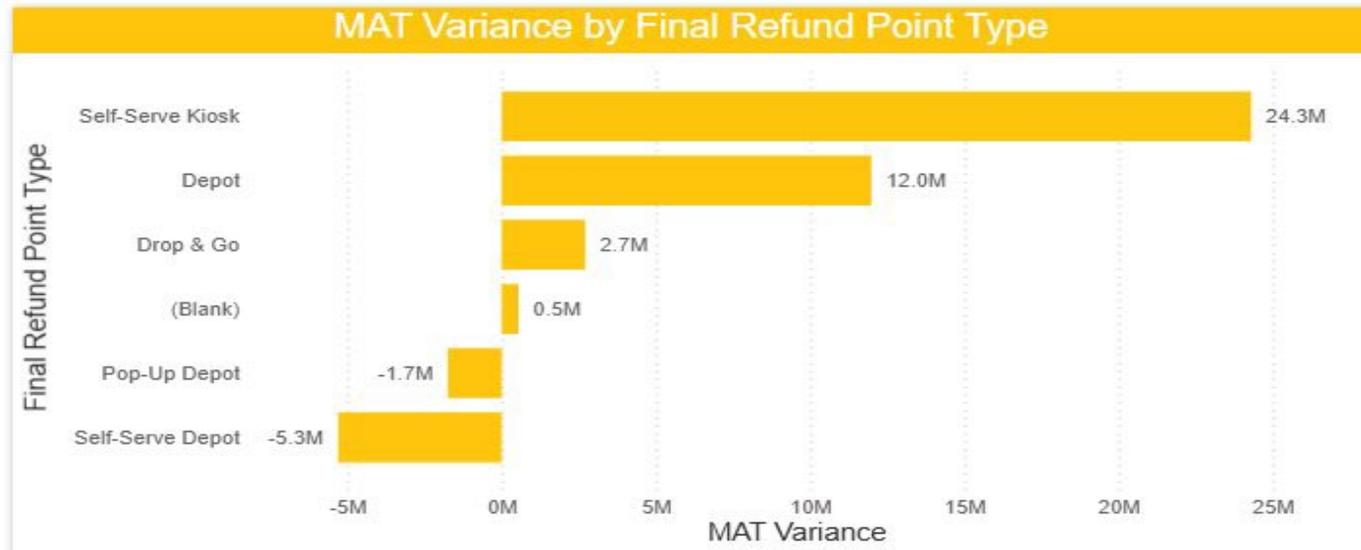
1.a. Environmental impact – % growth for direct and indirect for charities, community groups and schools (CCGS)

Category	MAT Direct+Indirect	% growth Direct+Indirect	12 Month Last Year Direct+Indirect	% growth vs prev year Direct+Indirect	12 Month period (-36 to -24) Direct+Indirect
Community	34,722,440	1.2 %	34,320,578	3.8 %	33,048,991
Community Group	17,498,182	1.9 %	17,178,575	-0.7 %	17,293,630
Charity	13,396,545	0.7 %	13,303,675	7.0 %	12,435,243
School	3,827,713	-0.3 %	3,838,328	15.6 %	3,320,118
Total	34,722,440	1.2 %	34,320,578	3.8 %	33,048,991

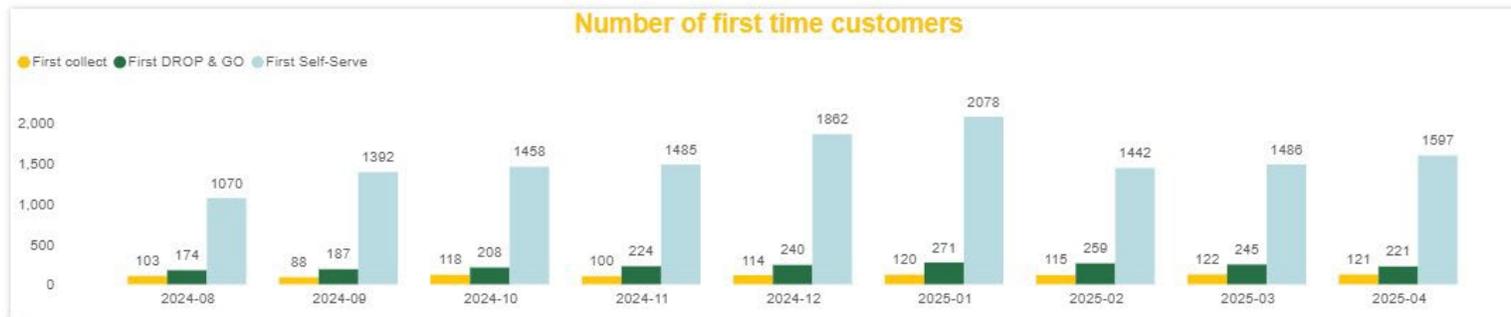
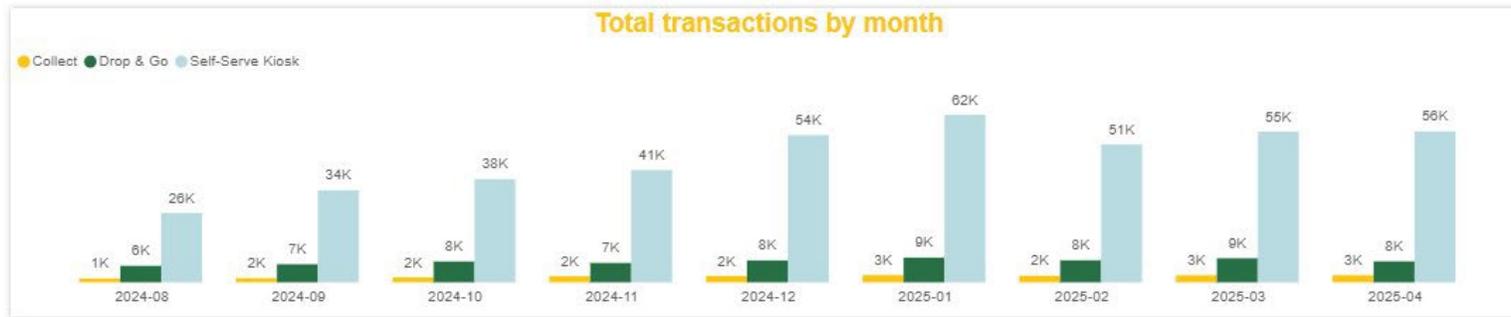
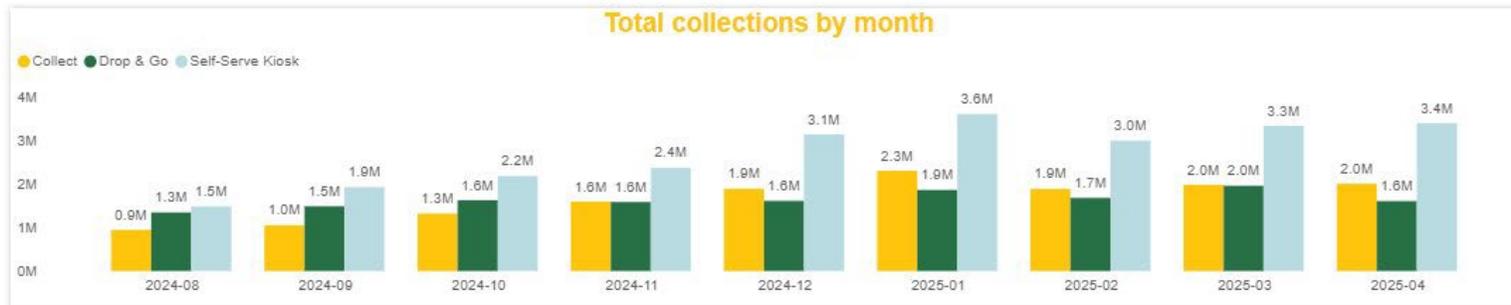
Measures the number of containers a CCGS has transacted for themselves plus the number of containers donated to a CCGS using the donate POS function to transfer it to the CCGS member Number.

1.a. Environmental impact – growth across convenient access development initiatives

Refund Point Type	Growth Indicator	This FYTD	Last FYTD	Variance	% Growth
WARRRL Payments Adjustment POS	Positive Growth	10,668,527	10,289,376	379,151	3.7 %
Depot	Positive Growth	546,952,128	543,662,764	3,289,364	0.6 %
Drop & Go	Positive Growth	16,126,608	14,856,556	1,270,052	8.5 %
Pop-Up Depot	Negative Growth	16,211,124	17,573,421	-1,362,297	-7.8 %
Self-Serve Depot	Negative Growth	128,876,262	136,166,754	-7,290,492	-5.4 %
Self-Serve Kiosk	Positive Growth	25,768,366	3,773,697	21,994,669	582.8 %
Total	Positive Growth	744,603,015	726,322,568	18,280,447	2.5 %



1.a. Environmental impact – growth across convenient access development initiatives



MAT APRIL FY25 – SCHEME COORDINATOR KPIS

1.a. Environmental impact – beverage container recovery rates tracking against other Australian jurisdictions

State	WA	WA	QLD	NSW	ACT	SA	NT	Vic	Tasmania
Commenced in	Oct-20	Oct-20	Nov-18	Dec-17	Jun-18	1978	Jan-12	Nov-23	May-25
Source and timing of redemption % values provided below	2024-25 Budget	2023-24 Actual	2022-23	2021-22	2022-23	2021-22	2015-16	Only commenced recently	
Source	FY25 Budget	FY24 Actual	Container Exchange annual report	Exchange for Change (NSW) annual report	Exchange for Change (ACT) annual report	EPA Website	NTEPA annual report	Vic Gvt website	TASRecycle website
Redemption – refund points	58.9%	56.24%	54.6%	52.0%	44.0%	Redemption in 2022 77.5%	54.0%		
Redemption - MRFs (NSW & ACT estimated at 20% of redemption)	8.1%	9.13%	8.9%	13.0%	26.0%	N/A	N/A	N/A	
Redemption rates – total	67.0%	65.37%	63.5%	65.0%	70.0%	77.5%	54.0%	0.0%	
CDS sales volume	1,525,171,805	1,530,448,077	3,051,968,504	3,569,363,647	153,304,830	851,612,903	151,153,382		
Redemption volumes (calculated form above if not specifically stated in source reports)	1,021,255,041	1,000,438,915	1,938,000,000	2,323,690,213	106,860,800	660,000,000	81,939,191		
Population as at date	31-Dec-2023	31-Dec-2023	31-Dec-2023	31-Dec-2022	31-Dec-2023	31-Dec-2022	31-Dec-2016	31-Dec-2023	
Population (WA estimate based on Dec 2023 plus 3%)	3,015,737	2,927,900	5,528,300	8,238,800	470,200	1,834,300	245,000	6,906,000	
CDS sales per capita	506	523	552	433	326	464	617	-	
Redemption per capita	339	342	351	282	228	360	333	-	
Average Price (Exc GST)	13.65c	12.65	13.30c	13.54c	14.36c	12.70c		14.70c	19.8c
Effective timing	From Aug 2025	From Feb 2023	From Aug 2022	From Feb 2025	From Feb 2025	lacks pricing transparency		From Feb 2025	From May 2025

1.a. Environmental impact – beverage container recovery rates tracking against other Australian jurisdictions by material type

FRS sales volume and recovery rates by states FY2023-24

Source	Annual report		KPMG (high level a/rpt)		Annual report		KPMG		Annual report	
	WA		QLD		NSW		VIC		ACT	
FRS	Containers	Percentage	Containers	Percentage	Containers	Percentage	Containers	Percentage	Containers	Percentage
Aluminum	655,019,852	42.80%	1,463,439,670	45.97%	1,580,627,746	41.87%	771,074,900	42.37%	66,733,838	42.98%
PET	462,926,226	30.25%	890,332,862	27.97%	1,235,632,076	32.73%	637,601,779	35.03%	47,343,748	30.49%
Glass	305,189,245	19.94%	618,405,824	19.42%	724,940,904	19.20%	297,297,122	16.34%	28,513,120	18.36%
LPB	79,365,898	5.19%	151,917,170	4.77%	190,902,782	5.06%	98,565,215	5.42%	10,394,841	6.69%
HDPE	25,168,701	1.64%	54,371,970	1.71%	32,478,460	0.86%	10,346,560	0.57%	1,767,001	1.14%
Steel	2,405,251	0.16%	3,883,601	0.12%	8,223,450	0.22%	4,906,035	0.27%	257,819	0.17%
Other	372,904	0.02%	1,241,989	0.04%	2,382,097	0.06%	184,803	0.01%	258,915	0.17%
Total	1,530,448,077		3,183,593,086		3,775,187,515		1,819,976,414		155,269,282	

	WA		QLD		NSW		VIC		ACT	
RECOVERY	Containers	Percentage	Containers	Percentage	Containers	Percentage	Containers	Percentage	Containers	Percentage
Aluminum	449,099,979	44.89%	1,011,088,748	47.16%	1,112,407,798	43.35%	486,441,256	48.63%	48,683,862	47.92%
PET	266,205,956	26.61%	510,013,022	23.79%	818,643,590	31.90%	299,287,113	29.92%	29,993,303	29.52%
Glass	244,713,718	24.46%	537,765,630	25.09%	573,949,654	22.37%	193,893,467	19.38%	19,495,936	19.19%
LPB	22,002,098	2.20%	39,607,207	1.85%	39,543,630	1.54%	10,088,241	1.01%	2,257,022	2.22%
HDPE	10,797,842	1.08%	43,230,788	2.02%	17,095,326	0.67%	7,513,093	0.75%	1,150,067	1.13%
Mixed Plastics/ Other	6,266,007	0.63%	713,185	0.03%	1,255,041	0.05%	2,168,678	0.22%	22,178	0.02%
Steel	1,353,315	0.14%	1,330,438	0.06%	3,326,961	0.13%	938,282	0.09%	-	0.00%
Total	1,000,438,915		2,143,749,018		2,566,222,000		1,000,330,130		101,602,368	

Recovery Rate	65.37%	67.34%	67.98%	54.96%	65.44%
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* Statistics from SA & NT data not readily available

1.b. Environmental impact – collection and recycling rates of lids

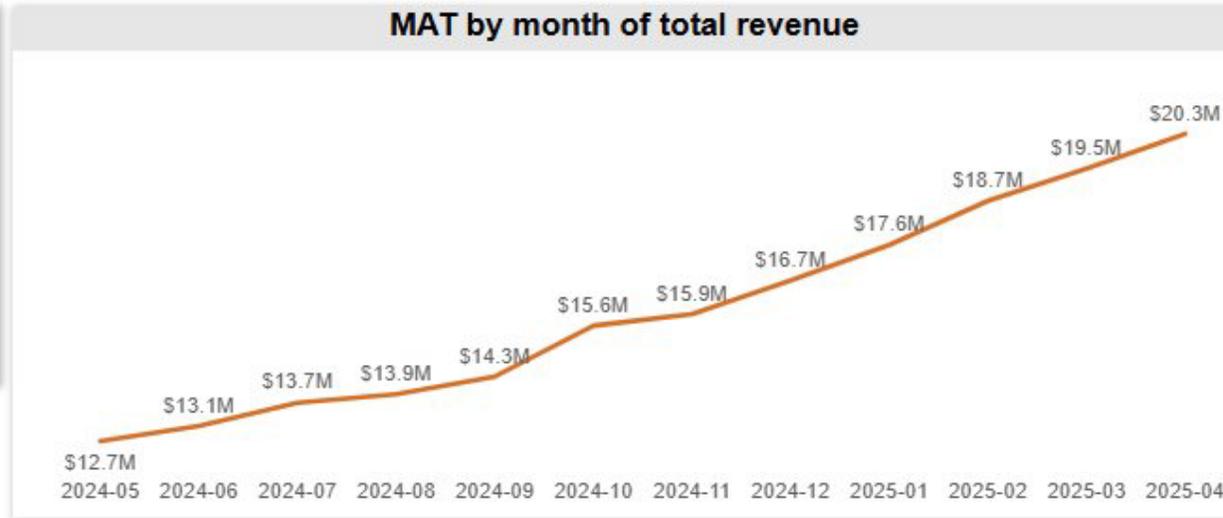
Estimated lid volumes collected for FY25 is 50 tonne.

The majority of lids are plastic and have historically been recycled and used to make materials such as reinforced concrete steel and tile 'spacers'. Metal and aluminium material from lids is recycled separately.

WARRRL is exploring new recycling options for lids which includes uses such as garbage bins and park furniture.

1.c. Environmental impact – circular economy recycling rates

Material Type	MAT Tonnes	%
Aluminium	5,671	11.44%
Glass - Mixed	38,128	76.95%
Other	1,085	2.19%
PET - Clear	4,667	9.42%
Total	49,551	100.00%



MAT revenue by material type

Material Type	2024-05	2024-06	2024-07	2024-08	2024-09	2024-10	2024-11	2024-12	2025-01	2025-02	2025-03	2025-04
Aluminium	\$10,852,249	\$11,086,682	\$11,490,153	\$11,635,098	\$11,909,790	\$12,917,844	\$12,956,151	\$13,599,951	\$14,169,928	\$15,016,029	\$15,749,752	\$16,519,814
Glass	\$1,417,990	\$1,411,403	\$1,413,514	\$1,407,721	\$1,397,321	\$1,406,008	\$1,391,349	\$1,395,188	\$1,392,262	\$1,386,848	\$1,383,814	\$1,366,929
HDPE	\$16,577	\$14,912	\$16,178	\$17,776	\$16,601	\$23,682	\$30,966	\$28,424	\$27,382	\$42,190	\$44,091	\$49,443
Liquid Paper Board	(\$225,006)	(\$188,143)	(\$196,824)	(\$216,229)	(\$216,229)	(\$280,452)	(\$244,963)	(\$284,410)	(\$284,410)	(\$280,716)	(\$305,616)	(\$310,888)
PET	\$655,343	\$759,952	\$938,230	\$1,020,623	\$1,196,692	\$1,491,797	\$1,706,255	\$1,930,321	\$2,248,119	\$2,473,707	\$2,565,725	\$2,660,095
Steel	\$5,627	\$13,680	\$13,680	\$15,049	\$15,049	\$15,049	\$21,898	\$16,743	\$16,743	\$17,234	\$17,234	\$22,214
Total	\$12,722,780	\$13,098,487	\$13,674,931	\$13,880,038	\$14,319,224	\$15,573,928	\$15,861,656	\$16,686,218	\$17,570,024	\$18,655,292	\$19,455,000	\$20,307,607

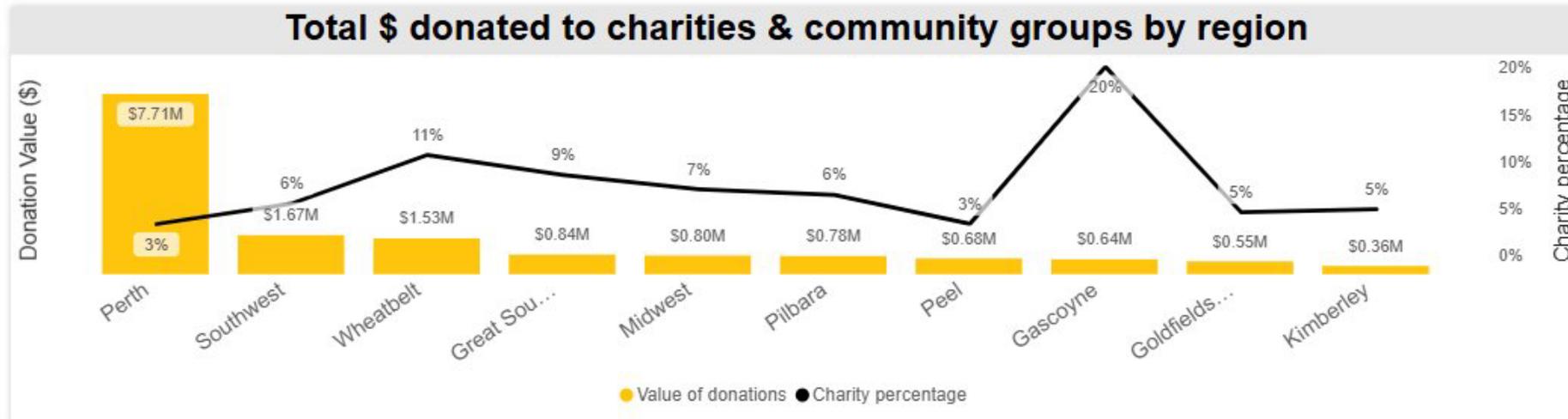
1.d. Environmental impact – litter trends

Eligible CDS container litter

Timeframe	Source	CDS litter by volume
Prior to scheme commencement		44.00%
May-22	AusLM Report - metro only	4.90%
2022-23	AusLM Report - metro only	5.65%
2023-24	AusLM Report - metro only	6.26%

2.a. Social impact – CDS donations

Collects From	Number of direct & indirect donations	Value of donations (Direct)	Value of donations (Indirect)	Total value of donations	% of total value (including indirect)
Charity	171K	\$5.08M	\$0.54M	\$5.62M	1.58 %
Community Group	150K	\$7.49M	\$0.08M	\$7.57M	2.14 %
RPO (C&CS)	58K	\$1.32M	\$0.01M	\$1.33M	0.37 %
School	32K	\$1.55M	\$0.03M	\$1.58M	0.44 %
Total	411K	\$15.44M	\$0.66M	\$16.10M	4.54 %



2.b & c. Social impact – proportion of Aboriginal & Torres Strait Islander employees and employees with disability

Total employed:	896
Aboriginal & Torres Strait Islander	63
People with disability	115

*Updated annually

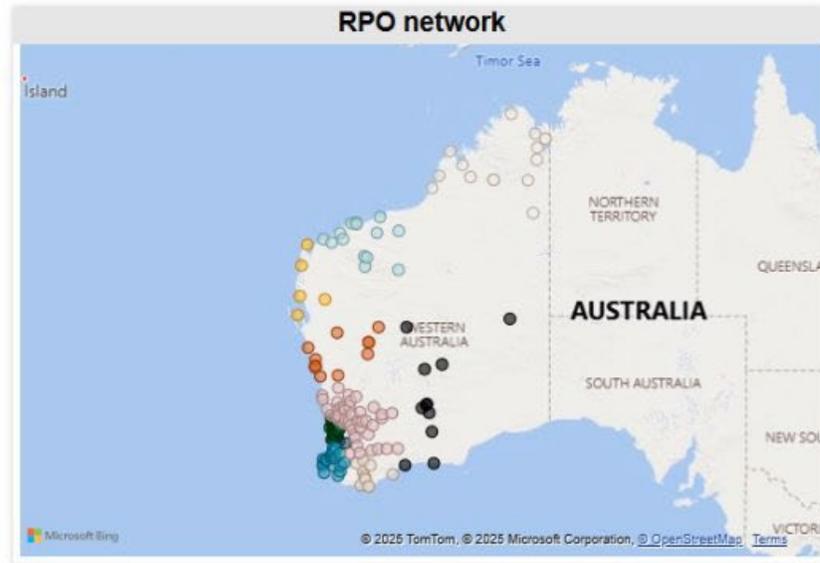
Total employed:	896
Aboriginal & Torres Strait Islander	7%
People with disability	13%

*Updated annually

2.d Social Impact – refund points operated by social enterprise

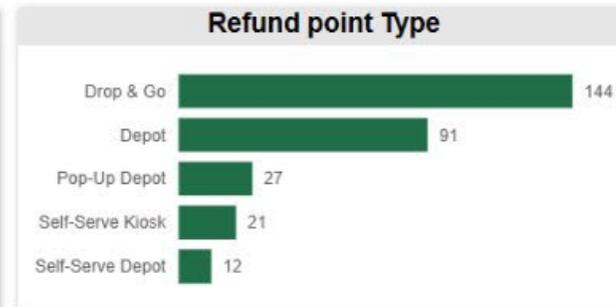
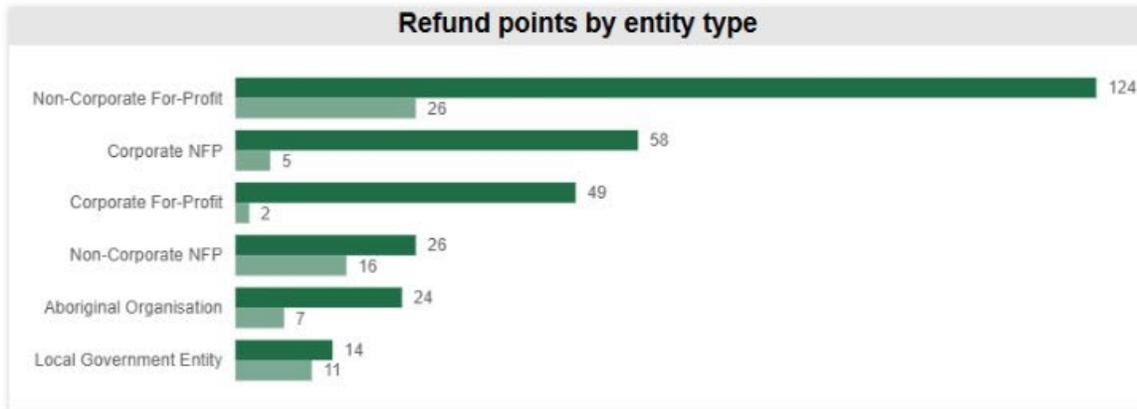
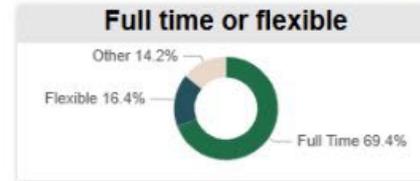
Refund point network overview

Region	Number of Sites
Perth	145
Wheatbelt	43
Southwest	25
Kimberley	15
Peel	14
Pilbara	14
Midwest	12
Goldfields - Esperance	11
Great Southern	11
Gascoyne	5
Total	295



Total active refund points

295



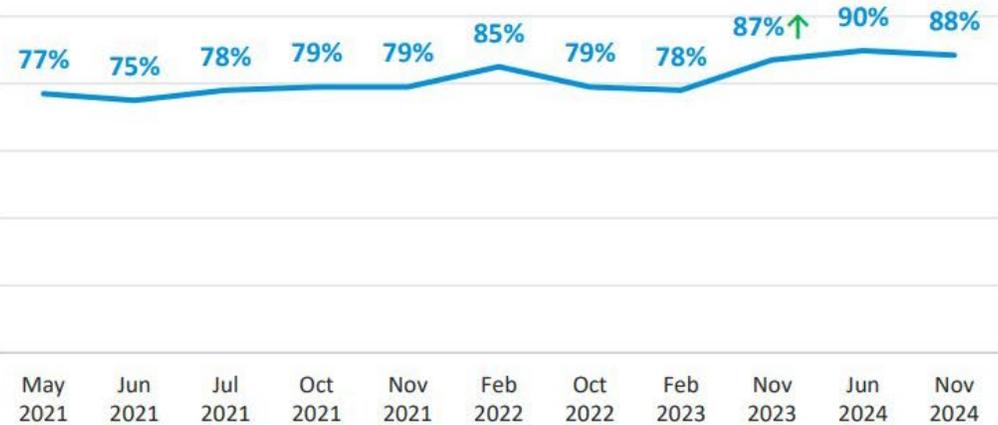
8 sites temporarily unavailable

3.a. Consumer participation – brand awareness

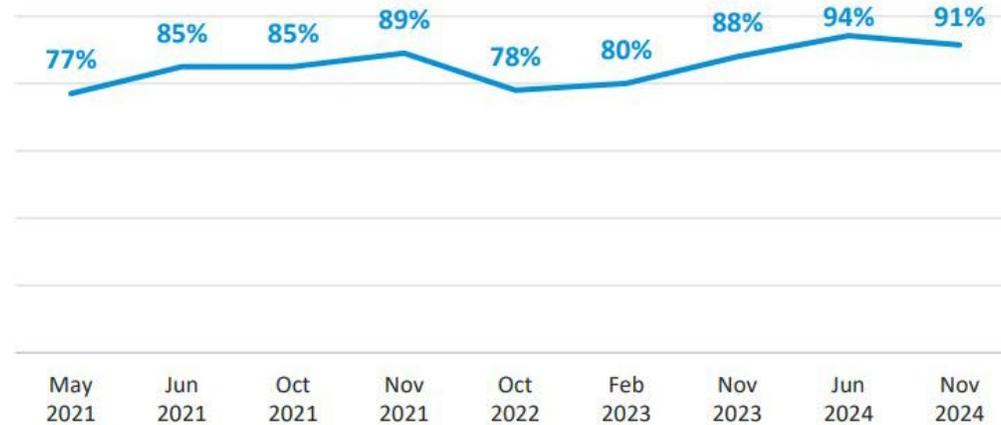
Although very slightly lower in both metro and regional WA than when last measured in mid-2024, the differences are not statistically significant.

PROMPTED AWARENESS OF CONTAINERS FOR CHANGE

Perth Metro



Regional WA



3.b. Consumer participation – consumer awareness of eligible containers

**Reporting on this KPI is currently under development.

3.c. Consumer participation – participation rates

Total member numbers

324.8K

Members who have EVER transacted

203.2K

Member numbers ACTIVE in last 6 months

101.1K

MQT New member registrations



Consumers signed up in the last 3 months

Classification	Type	Breakdown	Signed up L 3m	Have transacted	Total returned
Individual	Consumer		13753	51.4 %	2,255,520
	Unclassified		13	100.0 %	176,207
	Total		13766	51.5 %	2,431,727
Community	Community Group		131	38.2 %	32,681
	School		48	25.0 %	13,585
	Charity		52	38.5 %	10,704
	Total		231	35.5 %	56,970
Business	Business	Unclassified	147	21.1 %	21,866
		HORECA	14	14.3 %	691
		Accommodation	4		
		Government	1		
		Mining	5	20.0 %	
		Retail	2		
Total		173	19.7 %	22,557	
RPO			2	100.0 %	1,069
Total			14172	50.8 %	2,512,323

Overall registrations continuing to grow as result of new ways to return that require a member number to participate eg Collect, Drop and Go.

3.d. Consumer participation – Scheme satisfaction

CUSTOMER SATISFACTION YEAR-ON-YEAR RESULTS: AT A GLANCE

		Overall Satisfaction <i>(mean score /10)</i>	Satisfaction with Most Recent Experience <i>(mean score /10)</i>	Ease of Recycling with the Scheme <i>(% relatively/extremely easy)</i>	NPS* (Likelihood to Recommend the Scheme)
All Customers	2025	8.6	8.5	98%	+63.6
	2024	8.7	8.6	96%	+70.9
	2023	8.7	8.8	93%	+68.7

OPERATOR SATISFACTION YEAR-ON-YEAR RESULTS: AT A GLANCE

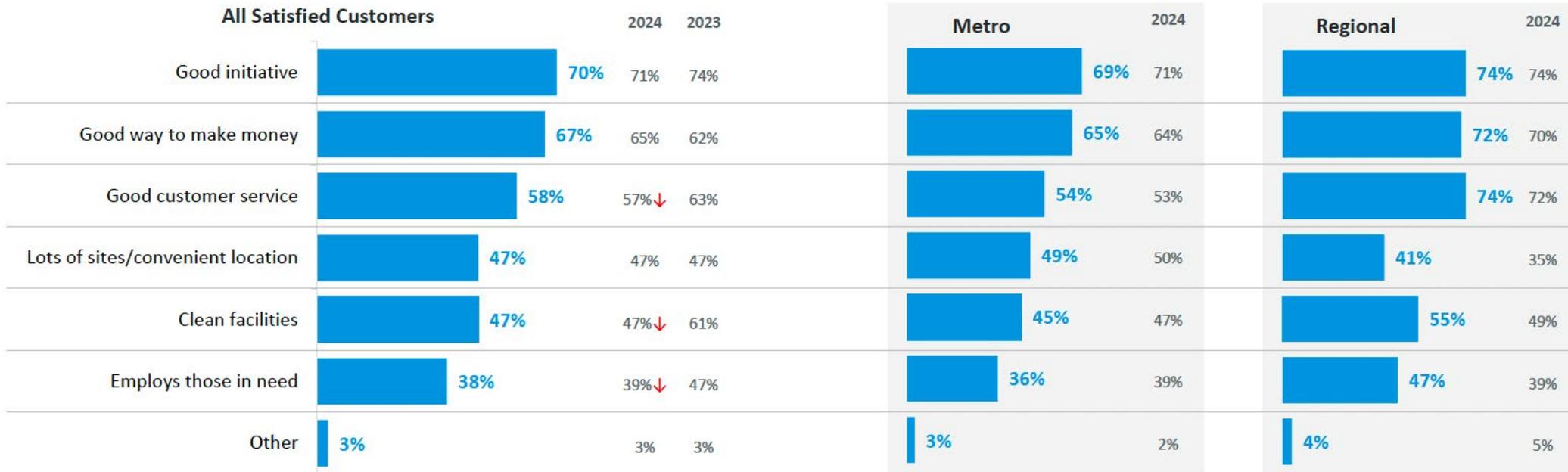
	Overall Satisfaction <i>(mean score /10)</i>	Overall Customer Service <i>(mean score /10)</i>	Optimising Processes Quickly <i>(mean score /10)</i>	Resolving Issues <i>(mean score /10)</i>	Being Ahead of Technological Advancements <i>(mean score /10)</i>	NPS* (Likelihood to Recommend the Scheme)
2025	7.8	8.2	7.8	8.1	6.8	+69.4
2024	8.0	8.3	7.9	7.9	7.6	+65.7
2023	7.5	7.7	7.6	7.4	6.8	+37.0

3.d. Consumer participation – Scheme satisfaction

SATISFACTION WITH THE SCHEME CONTINUES TO BE DRIVEN BY PERCEPTIONS IT IS A GOOD INITIATIVE AND GOOD WAY TO EARN

And good customer service remains the third-highest driver of satisfaction, cited more frequently than regional customers due to staffed depots being the most-used return points.

REASONS FOR SATISFACTION WITH OVERALL OPERATION OF CONTAINERS FOR CHANGE

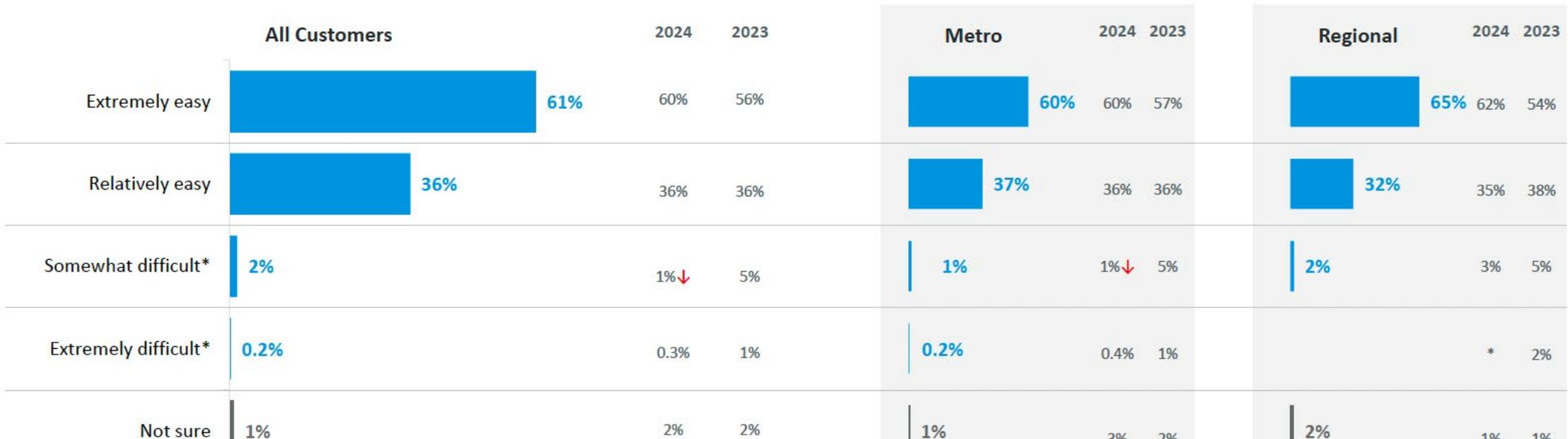


3.d. Consumer participation – Scheme satisfaction

ONCE AGAIN THE MAJORITY OF CUSTOMERS FIND IT EASY TO RECYCLE WITH CONTAINERS FOR CHANGE

Six in 10 customers find it extremely easy to do so.

SATISFACTION WITH PROCESS OF RECYCLING WITH CONTAINERS FOR CHANGE

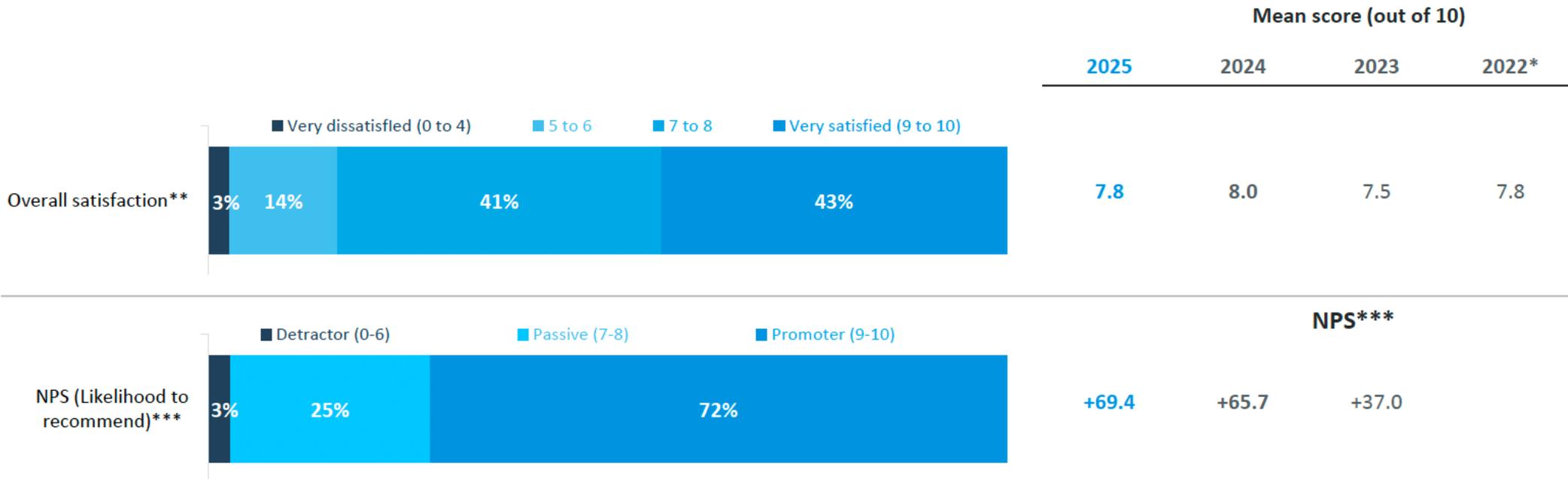


3.d. Consumer participation – Scheme satisfaction

OPERATOR SATISFACTION AND LIKELIHOOD OF RECOMMENDING THE SCHEME HAVE REMAINED HIGH AND STABLE

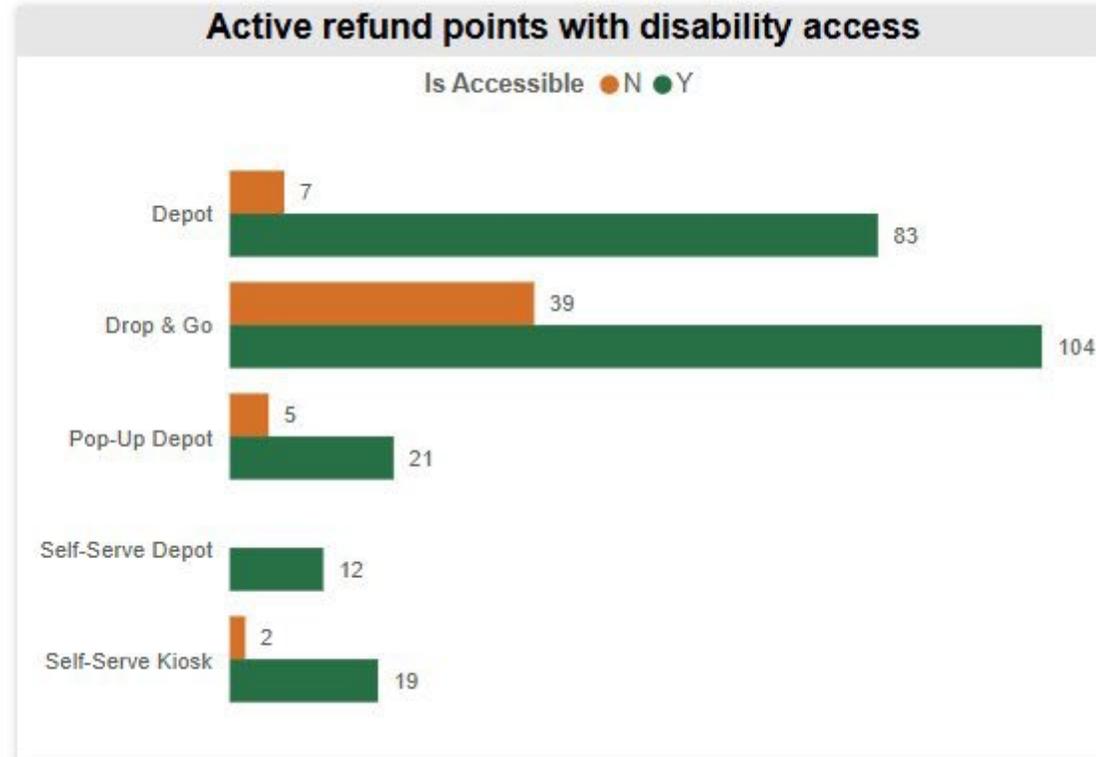
Note that of those who responded to the operator survey, n=34 were Refund Point Operators, n=2 were Material Recovery Facility Operators, and n=1 self-classified as 'Other'. Due to the low numbers, results are not split by operator type. *It should be noted that these results are based on a very low sample size, therefore year-on-year changes are not statistically significant but should be considered indicative.*

OPERATORS: OVERALL SATISFACTION & NPS (LIKELIHOOD TO RECOMMEND THE SCHEME)



4.a & b. Stakeholder engagement – refund points with disability access and implementation tracking

Region	Population %	Number of RPOs as a %
Perth	74.6%	44.0%
Southwest	7.0%	9.0%
Peel	5.5%	6.9%
Wheatbelt	2.8%	14.1%
Great Southern	2.3%	3.6%
Pilbara	2.1%	4.7%
Goldfields-Esperance	2.1%	4.3%
Midwest	2.1%	4.7%
Kimberley	1.3%	7.2%
Gascoyne	0.4%	1.4%



**Disability access implementation tracking reporting under development

4.c, d & e. Stakeholder engagement – minimum network standards

CRM

% of Target
122%

Total

New region	Target	Sites	% of target
Gascoyne	4	5	125%
Goldfields - Esperance	11	11	100%
Great Southern	8	11	138%
Kimberley	12	15	125%
Midwest	8	12	150%
Perth and Peel	142	158	111%
Pilbara	9	13	144%
Southwest	19	24	126%
Wheatbelt	27	43	159%
Total	240	292	122%

Full time

New region	Target	Sites	% of Target
Gascoyne	1	1	100%
Goldfields - Esperance	3	3	100%
Great Southern	2	3	150%
Kimberley	1	1	100%
Midwest	2	6	300%
Perth and Peel	103	141	137%
Pilbara	2	7	350%
Southwest	7	14	200%
Wheatbelt	1	6	600%
Total	122	182	149%

Flexible

New region	Target	Sites	% of Target
Gascoyne	3	4	133%
Goldfields - Esperance	8	8	100%
Great Southern	6	8	133%
Kimberley	11	14	127%
Midwest	6	6	100%
Perth and Peel	39	17	44%
Pilbara	7	6	86%
Southwest	12	10	83%
Wheatbelt	26	37	142%
Total	118	110	93%

Hours per week

% of Target
104%

Total (Excluding "blank" & "other")

New region	Target	Sites	% of target
Gascoyne	4	2	50%
Goldfields - Esperance	11	9	82%
Great Southern	8	7	88%
Kimberley	12	10	83%
Midwest	8	11	138%
Perth and Peel	142	138	97%
Pilbara	9	9	100%
Southwest	19	23	121%
Wheatbelt	27	40	148%
Total	240	249	104%

Full time

New region	Target	Sites	% of Target
Gascoyne	1	1	100%
Goldfields - Esperance	3	4	133%
Great Southern	2	6	300%
Kimberley	1	6	600%
Midwest	2	6	300%
Perth and Peel	103	137	133%
Pilbara	2	7	350%
Southwest	7	12	171%
Wheatbelt	1	26	2600%
Total	122	205	168%

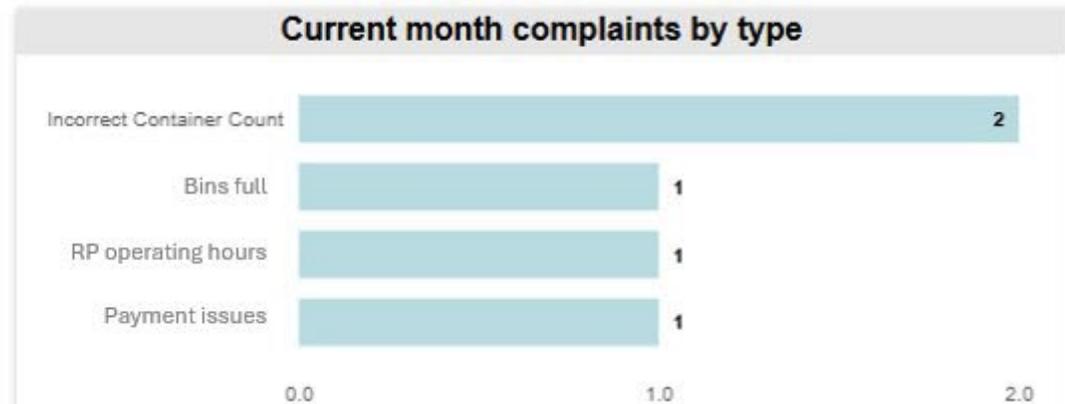
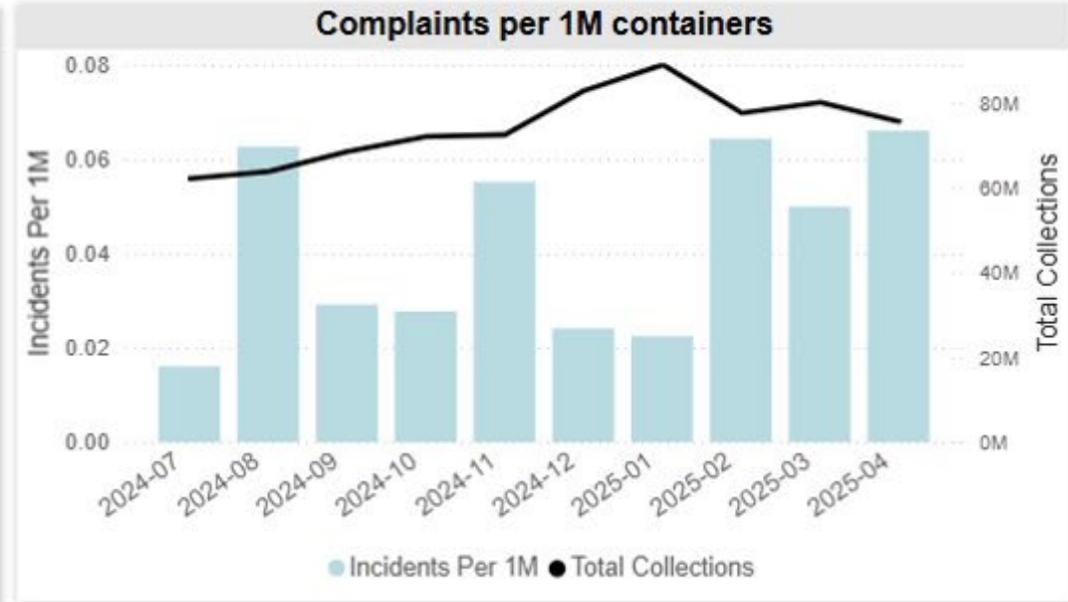
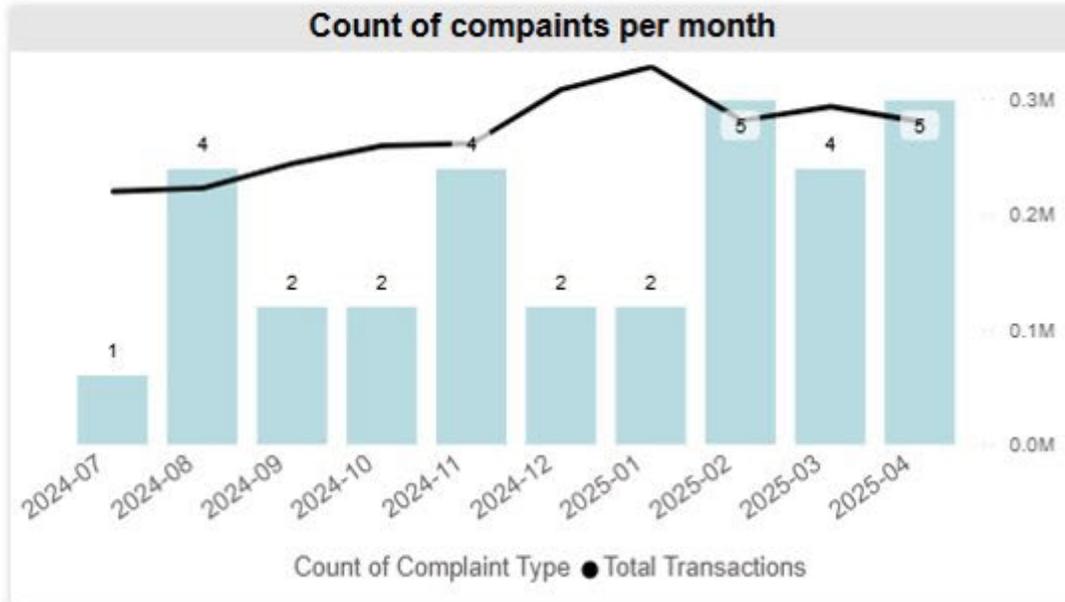
Flexible

New region	Target	Sites	% of Target
Gascoyne	3	1	33%
Goldfields - Esperance	8	5	63%
Great Southern	6	1	17%
Kimberley	11	4	36%
Midwest	6	5	83%
Perth and Peel	39	1	3%
Pilbara	7	2	29%
Southwest	12	11	92%
Wheatbelt	26	14	54%
Total	118	44	37%

4.c, d & e. Stakeholder engagement – minimum network standards

WARRRL Region	Site count	Population by site
Gascoyne	5	1,903
Goldfields-Esperance	11	4,977
Great Southern	11	5,622
Kimberley	15	2,339
Midwest	12	4,537
Peel	14	10,456
Perth	145	13,632
Pilbara	14	3,928
Southwest	25	7,374
Wheatbelt	43	1,699
Total	295	8,986

4.f. Stakeholder engagement – responsiveness to feedback and complaints



Complaint Type	Brief Description	Ticket Status
Incorrect Scheme Payment	Consistently short changed	Closed
Refund Point Operating Hours	Unhappy with the small window to do a return and it being on a weekday.	Closed
Incorrect Container Count	Consistent miscount	Closed
Incorrect Container Count	Short changed	Solved
Bins Full	Subiaco Kiosk full at the moment.	Solved

5.a & b. Financial performance – First Responsible Supplier participation

Supplier ID	Supplier Name	FY25 TOTAL VOLUME 01.07.24 - 30.04.25	% of total volume	Cumulative volume	Cumulative %	# of FRS
WM12114001	COCA-COLA EUROPACIFIC PARTNERS A	280,578,257	21.1%	280,578,257	21.1%	1
WM12117001	Carlton & United Breweries	186,860,609	14.1%	467,438,866	35.2%	2
WM12210001	Asahi Lifestyle Beverages	148,246,403	11.2%	615,685,269	46.3%	3
WM12216001	LION-BEER SPIRITS & WINE PTY LTD	124,380,427	9.4%	740,065,696	55.7%	4
WM12128001	Coles	66,750,535	5.0%	806,816,231	60.7%	5
WM12220001	Woolworths	66,133,591	5.0%	872,949,822	65.7%	6
WM20089001	Nu-Pure Beverges	33,328,370	2.5%	906,278,192	68.2%	7
WM12253001	Gage Roads Brewing Co Ltd	32,425,740	2.4%	938,703,932	70.6%	8
WM12217001	Bega Dairy and Drinks	30,213,175	2.3%	968,917,107	72.9%	9
WM12436001	Red Bull Australia	28,965,252	2.2%	997,882,359	75.1%	10
WM12473001	ALDI Stores	27,439,279	2.1%	1,025,321,638	77.2%	11
WM20121001	IGA Distribution (WA) Pty Ltd	21,636,630	1.6%	1,046,958,268	78.8%	12
WM12126001	Suntory Beverage & Food Australia Pty Lir	20,624,092	1.6%	1,067,582,360	80.3%	13
WM12226001	Sanitarium Health Food Company	19,403,568	1.5%	1,086,985,928	81.8%	14
WM21132001	ENDEAVOUR GROUP LIMITED	16,352,599	1.2%	1,103,338,527	83.0%	15
WM12153001	Premium Beverages Pty Ltd	15,504,696	1.2%	1,118,843,223	84.2%	16
WM12534001	BROWNES DAIRY	15,086,246	1.1%	1,133,929,469	85.3%	17
WM12434001	Golden Circle Limited	15,156,082	1.1%	1,149,085,551	86.5%	18
WM12229001	BROWN-FORMAN AUSTRALIA PTY LIMITE	14,665,468	1.1%	1,163,751,019	87.6%	19
WM12119001	Diageo Australia Ltd.	14,004,867	1.1%	1,177,755,886	88.6%	20
WM12219001	BUNDABERG BREWED DRINKS PTY LTD	13,251,262	1.0%	1,191,007,148	89.6%	21
WM20759001	Spudshed	10,488,489	0.8%	1,201,495,637	90.4%	22
WM12118001	DRINKWORKS PTY LTD	8,318,824	0.6%	1,209,814,461	91.0%	23
WM12149001	LACTALIS AUSTRALIA PTY LTD	7,270,333	0.5%	1,217,084,794	91.6%	24
WM12463001	INVALID- Asahi Premium Beverages	1,289,718	0.1%	1,218,374,512	91.7%	25
WM12222001	Campari	5,932,713	0.4%	1,224,307,225	92.1%	26
WM12165001	REFRESCO AUSTRALIA PTY LTD	5,498,380	0.4%	1,229,805,605	92.6%	27
WM12154001	REMEDI KOMBUCHA	5,193,316	0.4%	1,234,998,921	92.9%	28
WM12142001	Made Brands PTY LTD	4,790,676	0.4%	1,239,789,597	93.3%	29
WM20097001	Ashburton Distribution and Logistics	4,284,272	0.3%	1,244,073,869	93.6%	30
WM12116001	Costco	3,350,204	0.3%	1,247,424,073	93.9%	31
WM20181001	jmac warehousing	2,876,166	0.2%	1,250,300,239	94.1%	32
WM12451001	ALM	2,348,554	0.2%	1,252,648,793	94.3%	33
WM12121001	Balter Brewery	2,394,248	0.2%	1,255,043,041	94.5%	34
WM20118001	Pisconeri Fine Food & Wines	2,333,667	0.2%	1,257,376,708	94.6%	35
WM12234001	MORRIS HOSPITALITY PTY LTD	2,182,762	0.2%	1,259,559,470	94.8%	36
WM12150001	Pernod Ricard Winemakers	2,128,146	0.2%	1,261,687,616	95.0%	37

- 736 FRS registered as of 30 April 2025.
- 159 FRS with no volumes for FYTD to April 2025.

6.a. Operational efficiency – WHS lead and lag indicators

WHS Report | 17 May

LAG – Performance (measure the occurrence and frequency of events that occurred in the past)

As of FY25		Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun) to date
Level 1 – Fatalities/Extensive Damage	Network Participants	0	0	0	0
	WARRRL Internal	0	0	0	0
Level 2 – Serious Injury / Major Damage	Network Participants	0	0	0	0
	WARRRL Internal	0	0	0	0
Level 3 – Potential Serious Injury / Potential Damage	Network Participants	0	2	0	0
	WARRRL Internal	0	0	0	0

LEAD – Performance (proactive and preventive measures)

As of FY25		Q1	Q2	Q3	Q4 to date
Hazards reported	Network Participants	13	19	15	2
	WARRRL Internal	1	5	1	2
# of inspections completed	WARRRL Internal	4	2	2	0

6.a. Operational efficiency – WHS - network Worksafe corrective actions

Worksafe WA	#	Source	Checked and Verified	Reported to DWER
Improvement Notices	3	Waglass	1	Yes
Prohibition Notices	0			
Notifiable Incidents	0			

Details of notices and actions taken

Please note these notices are applicable to the whole of Waglass with some areas used for non CDS tasks.

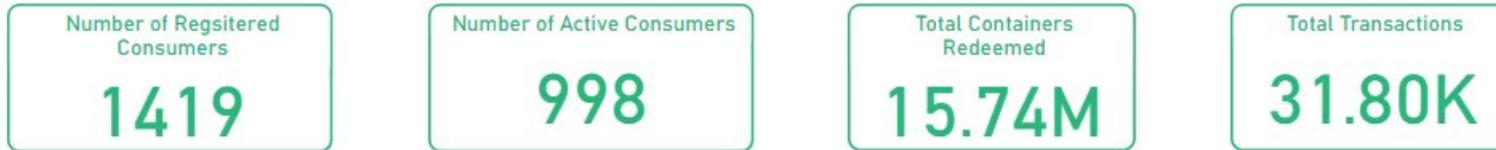
- Dust Control – additional dust extraction required for some sections of the plant (ie new windscreen processing section located next to container glass processing).
- Air monitoring and personal monitoring required for the whole plant.
- Unguarded conveyor – some bottom rollers were unguarded, or guards were missing.
- Guarding has been signed off by Waglass to Worksafe WA in April 2025. Reviewed on site by WARRRL. Site visit planned for Tuesday, 6 May .

****Note:** This is not a WARRRL Worksafe corrective action

6.b. Operational efficiency – Work safety and welfare continual improvement report

WARRRL provides an annual Continual Improvement report as required under the Scheme Coordinator Deed.

7. Educational impact – school participation



FY25

**Brand, campaign,
consumer, stakeholder
data**

Brand tracker summary – Core Data research, December 2024

'MORE WAYS TO RETURN' HAS SIGNIFICANTLY IMPROVED AWARENESS OF COLLECTION POINTS

Awareness of all collection points apart from pop-up depots is now significantly higher than a year ago, and 94% of West Australians are now aware of at least one type of collection point. This demonstrates the effectiveness of the 'more ways to return' campaign.

WEST AUSTRALIANS ARE ALSO NOW USING A WIDER RANGE OF COLLECTION POINTS, AND THERE'S INCREASED AGREEMENT THAT THERE ARE LOTS OF CONVENIENT WAYS TO RETURN CONTAINERS

It's positive to see West Australians are making use of the expanded range of collection points available to them. In particular, compared to a year ago, significantly more have used a self-serve kiosks, a Containers for Change bin at an event or venue, or a Container Exchange Point. Agreement that there are lots of convenient ways to return containers has increased since last year, as has agreement that returning containers is easy.

This may be linked with the finding that fewer West Australians are strongly concerned about the amount of recyclables being sent to landfill, compared to a year ago.

SELF-SERVE KIOSKS HAVE SEEN THE BIGGEST INCREASE IN AWARENESS AND USE – ONE IN FOUR WEST AUSTRALIANS HAVE NOW USED ONE

57% of West Australians are now aware of the self-serve kiosks, up significantly from 42% a year ago; and 24% have used one, up significantly from 19% a year ago.

THE WORKPLACE COLLECTIONS CAMPAIGN, LAUNCHED AROUND THE SAME TIME AS FIELDWORK, HASN'T YET SEEN MEASURABLE IMPACTS

The campaign's impact may not be observed until the next wave of research.

APPROXIMATELY ONE IN 20 RESPONDENTS SPEAKS A LANGUAGE OTHER THAN ENGLISH AT HOME

Specific languages spoken, measured for the first time this wave, most commonly include Mandarin, Arabic and Vietnamese.

Though based on a small sample size (n=36), nine in 10 who speak a language other than English had used Containers for Change before, and this is consistent with previous waves.

Brand tracker recommendations – December 2024

1

CONSIDER AN ESL IN-LANGUAGE MARKETING CAMPAIGN

Given one in 20 speaks a language other than English at home, and the WARRRL Multicultural Language Strategy identified a set of priority languages for Containers for Change based on demographics, consider an in-language marketing campaign targeting specific priority language groups. The results of the tracker lend further support the identification of Mandarin and Vietnamese as Tier 1 priority groups.

2

DIAL UP EASE OF RETURNING CONTAINERS IN MARKETING MESSAGING

Given more respondents who don't intend to use Containers for Change said it was 'too much effort' this wave, consider dialling up the focus on ease of returning through 'more ways to return' and other marketing messaging.

3

CONTINUE TO PROMOTE SELF-SERVE KIOSKS AS A CONVENIENT, EASY OPTION

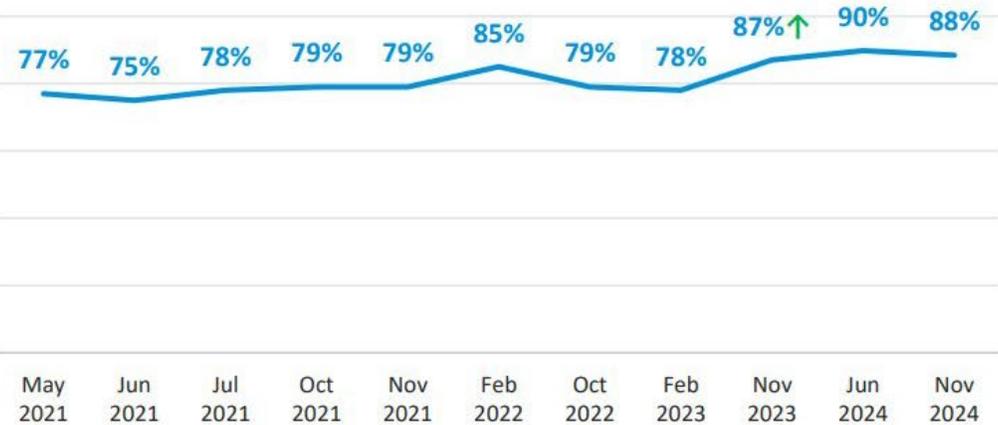
Given use of these collection points is increasing and further kiosks are set to be introduced in coming months, promoting the kiosks as a convenient and easy option will also help to combat any perception that returning containers is 'too much effort'.

Awareness of Containers for Change is steady since mid-year.

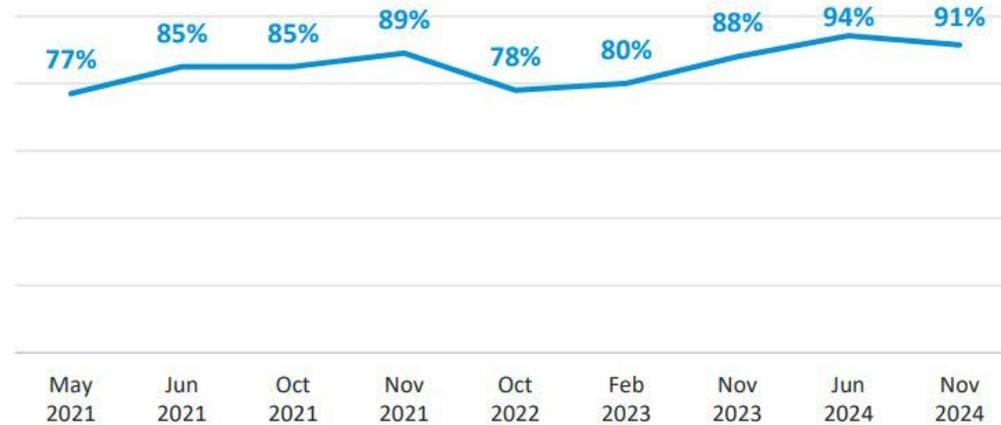
Although very slightly lower in both metro and regional WA than when last measured in mid-2024, the differences are not statistically significant.

PROMPTED AWARENESS OF CONTAINERS FOR CHANGE

Perth Metro



Regional WA



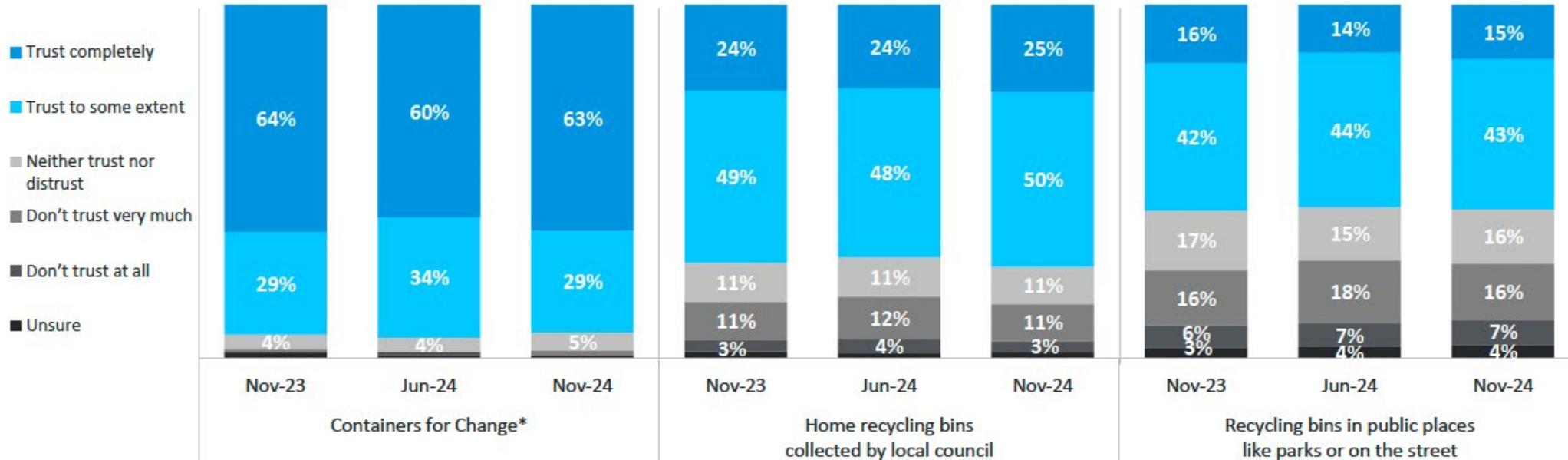
Base: Perth Metro: May 2021 n=200; Jun 2021 n=193; Jul 2021 n=402; Oct 2021 n=193; Nov 2021 n=202; Feb 2022 n=469; Oct 2022 n=334; Feb 2023 n=514; Nov 2023 n=480; Jun 2024 n=479; Nov 2024 n=483
 Regional WA: May 2021 n=62; Jun 2021 n=50; Oct 2021 n=63; Nov 2021 n=51; Oct 2022 n=91; Feb 2023 n=100; Nov 2023 n=120; Jun 2024 n=121; Nov 2024 n=117 (regional WA not surveyed in Jul 2021 or Feb 2022)
 A2. Before today, which of these environmental programs had you heard of? [Containers for Change] (Prior to Nov 2023, question wording was: QB1. Before today, which of these recycling programs had you heard of?)
 ↑↓ indicates statistically significant increase or decrease since previous wave at the 95% confidence level

We remain highly trusted

CONTAINERS FOR CHANGE REMAINS HIGHLY TRUSTED, WITH RECENCY OF LAST RETURN IMPACTING TRUST LEVELS

77% who returned containers in the last week trust it completely, vs 70% who returned in the last month, 53% who returned in the last three to six months, and 46% who last returned more than six months ago.

LEVEL OF TRUST THAT THESE RECYCLING METHODS SUCCESSFULLY RECYCLE ITEMS THEY RECEIVE

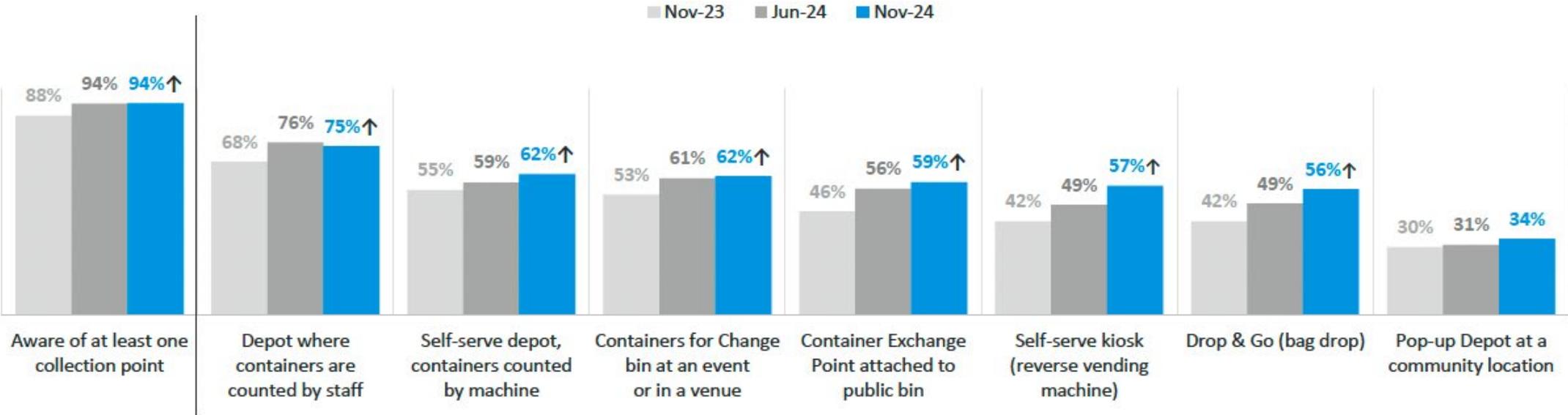


Awareness of all collection points has increased

POSITIVELY, AWARENESS OF ALMOST ALL COLLECTION POINTS HAS SIGNIFICANTLY INCREASED SINCE A YEAR AGO

Awareness of **self-serve kiosks** has increased most over that time, from 42% to 57%.

PROMPTED AWARENESS OF COLLECTION POINTS



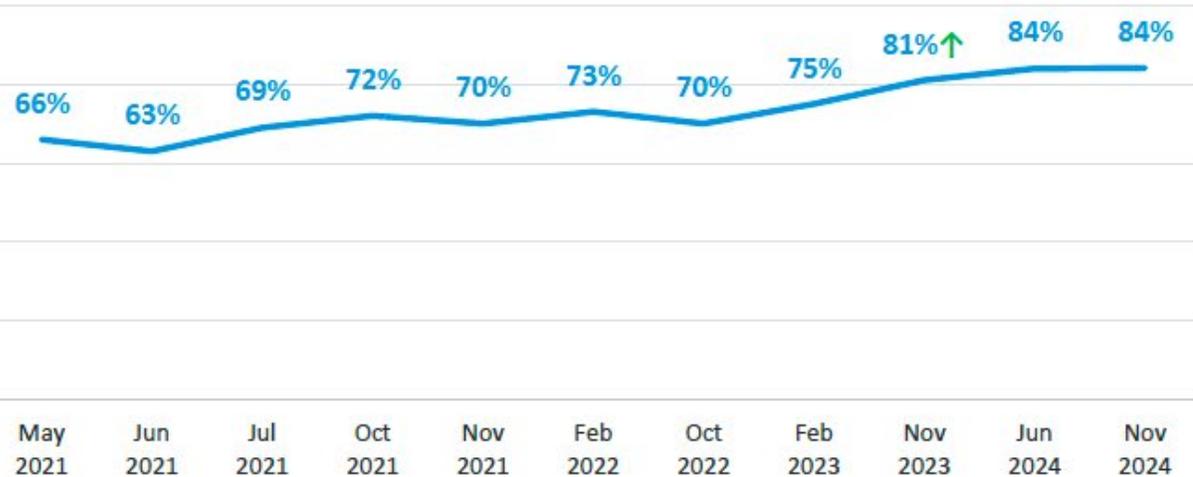
Overall usage rate remains steady

AND OVERALL USAGE RATES ARE STEADY SINCE MID-YEAR IN BOTH THE METRO AND REGIONAL WA

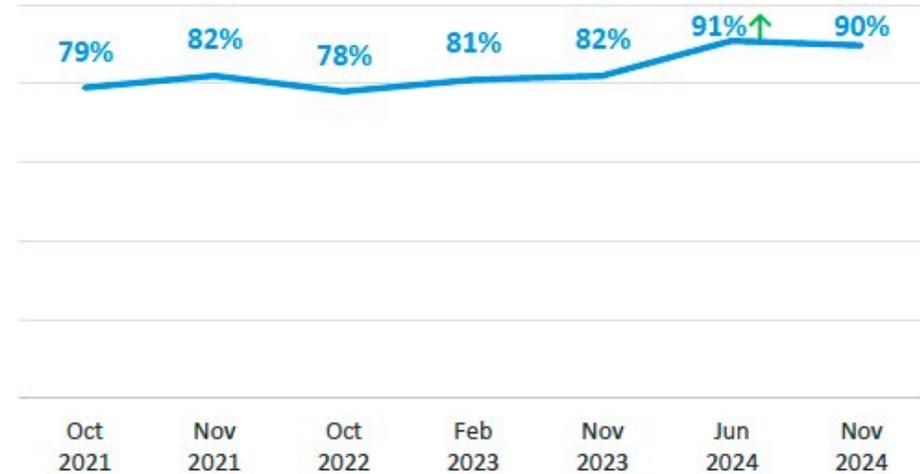
In the Perth metro, 84% have used Containers for Change before, as have 90% in regional WA.

USAGE OF CONTAINERS FOR CHANGE

Perth Metro



Regional WA



Red bin research findings – Core Data research, July 2024

EXECUTIVE SUMMARY

Three “great de-motivators” undermine people’s desire to recycle and to put things in the right bin

There’s a perception that: the impact of one individual is small – that they are just tiny cogs in a bigger waste ecosystem; they don’t know what happens to the 10c containers when they are recycled separately, which makes them question their individual impact; there are bigger players in the system, who often don’t do the right thing, and they have a larger impact on the environment than any individual.

Life’s barriers result in problem behaviours, even among those motivated to recycle

These span space and recycling systems, domestic comfort, in the moment overwhelm or conflicting priorities, and confusion about which bins to use, and what can be recycled. These barriers lead to use of the red bin at least some of the time, even among those who are motivated and inclined to ‘do the right thing’.

We’re doing our best – make it easy for us!

There is frustration with recycling overall, with confusion about what can go into recycling and the fact that this seems to differ between local government areas. Similarly, the inconsistency between which type of container, and in what condition, is acceptable at different Containers for Change refund points, saps their motivation to use the scheme. Finally, when out and about there is considerable frustration at the lack of options for recycling generally, and 10c containers specifically, available.

Mythbusting is needed!

Three myths emerged during this research that underpin people’s behaviours, and they influence even the most informed recyclers. These are: that containers need to be washed or rinsed before they can be recycled; that Containers for Change refund points have stringent rules, which vary between refund points; and that the red bin is the ‘safe’ option – if you don’t know if a container can be recycled.

Fear of contamination is real, and driving use of the red bin

There is a belief that putting one ‘incorrect’ container into the recycling bin will contaminate the whole truckload, so there is a real fear of doing the wrong thing. This often results in the paradoxical preference of putting something in the red bin if they’re not sure where it should go (so as not to undo the good recycling work of others).

Collect – Core Data research, December 2024

EXECUTIVE SUMMARY: IMPACT

THE COLLECT SERVICE IS ATTRACTING NEW CUSTOMERS TO CONTAINERS FOR CHANGE...

- One in five large volume customers had never used Containers for Change before using the Collect service (including 13% of residential customers and 42% of business customers).

...AND RE-ENGAGING EXISTING CUSTOMERS WHO HADN'T USED THE PROGRAM IN A WHILE

- Before using Collect, one in six (17%) existing residential customers and one in 10 (9%) existing business customers hadn't returned containers in more than a year.

ALTHOUGH MOST WOULD RETURN OR RECYCLE IF COLLECT DIDN'T EXIST, THE SERVICE IS ENCOURAGING MORE FREQUENT RETURNS

- Since using the service, two-thirds (66%) of existing customers say they're returning containers more often.
- If Collect didn't exist, two-thirds (66%) of residential customers say they'd return via a different Containers for Change refund point, as would 37% of business customers. Over half of business customers (53%) would use yellow bins, as would 17% of residential customers. Only a small minority (3% of all respondents) would put them in the red bin.

MOST HAVE USED THE SERVICE MORE THAN ONCE, MAINLY DRIVEN BY SAVING TIME, LARGE VOLUME RETURNS AND ACCESSIBILITY

- More than eight in 10 large volume residential customers have used the service more than once.
- While saving time (62%) and the ability to return large volumes of containers (57%) are the main reasons residential customers use Collect, one in five use the service because physical limitations make it hard to visit a refund point, and one in five use it because they don't have a car.

THE SERVICE REMOVES ACCESSIBILITY BARRIERS FOR PEOPLE WITH DISABILITY

- 32% of Collect residential customers have a disability – higher than the proportion of those with disability in the WA community (17%).
- Though findings are indicative only due to a small sample, one in five (20%) had never used Containers for Change before, and half cite the removal of accessibility barriers as a reason for using the service. Of those who had previously used Containers for Change, three in four are now returning more containers than before.

Self serve kiosks – Core Data research, May 2024

EXECUTIVE SUMMARY: BEHAVIOUR CHANGE

SELF-SERVE KIOSKS ARE INCREASING USAGE OF THE SCHEME...

- Three in 10 users (31%) hadn't used **Containers for Change** before they started using the Self-serve Kiosk. The kiosk location with the highest proportion of new scheme users is Kingsway City (37%).

...AND IMPROVING RECOVERY RATES, BY APPEALING TO YOUNGER, MORE DIVERSE WEST AUSTRALIANS

- Just under one in 10 kiosk users (9%) previously used their **red bin** sometimes; just 1% did so mostly or always. Nearly one in five new users (18%) were previously putting their 10c containers in the red bin at least some of the time.
- Red bin users are more likely than those who don't use the red bin to be younger, living with a disability, and to speak a language other than English or identify as Aboriginal or Torres Strait Islander. Positively, they are using the kiosks **more frequently** (33% weekly/fortnightly) than average (18% weekly/fortnightly).

EXISTING CONTAINERS FOR CHANGE USERS ARE RETURNING MORE OFTEN...

- Prior to using the Self-serve Kiosk, most existing Containers for Change users were returning via **depots where containers were counted by staff** (44%) or **self-serve depots** (35%), while 10% were using **Drop & Go** and the remaining 11% were using a variety of other methods.
- Six in 10 (59%) existing users said since using the Self-serve Kiosks, they're **returning their containers more often**. This more common among previous users of **depots where containers were counted by staff** (64%) than previous **self-serve depot users** (53%).

... AND SHOW A STRONG PREFERENCE FOR THE KIOSKS IN FUTURE

- In future, two-thirds (65%) of existing Containers for Change users say they'll **use the Self-serve Kiosks most often**, rather than their previous return method. Again, this was more common among previous users of **depots where containers were counted by staff** (71%), than previous **self-serve depot users** (53%).
- Reasons for preferring the **Self-serve Kiosk** (rather than previous return method) were that the kiosks were **more convenient** (74%), **closer to home** (21%), **easy to use** (19%), and **quicker** (16%).
- Those who prefer their **previous return method** said it was **quicker** than the kiosks (especially for those with lots of containers), or because they kiosks **didn't accept all containers**, or **weren't functioning**. Three-quarters (75%) of kiosk rejecters had only tried using the kiosk once, and two-thirds (67%) found it didn't accept all their eligible containers, while 45% said it wasn't working properly.

Self serve kiosks – Core Data research, May 2024

THE KIOSK IS BECOMING PART OF USERS' REGULAR SHOPPING ROUTINE

- Most Self-serve Kiosk users (89%) had used **just one** of the new kiosks. Almost one in five (18%) are using the new kiosk **weekly or fortnightly**; 31% are using the kiosk monthly. One in three (34%) had only used the kiosk once. Two-thirds (65%) of kiosk users said that using the kiosk has/will become part of their **regular shopping routine**.

APPEAL IS DRIVEN BY CONVENIENCE AND EASE, WITH SOME DIFFERENCES BY LOCATION

- Most agreed that kiosk locations are **convenient and easy to get to** (95%), instructions are **clear and easy to understand** (90%), and the kiosk was **easy to use** (86%).
- There were some issues raised though. Some disliked having to **use different machines** for different types of containers, finding it time-consuming to line up multiple times to use different machines, or finding that one of the machines was not working and didn't accept that type of container. Some noted that the kiosks were more suitable for those returning **fewer containers**, noting frustrating **long wait times** when other users ahead of them returned lots of containers.

OPENING HOURS SUIT MOST, BUT ARE A PAIN POINT FOR SOME

- Eight in ten users (79%) agreed that the **opening hours suit their needs**, though some questioned why an unstaffed, automated machine would need opening hours at all, and would prefer 24/7 access. Several users stated the kiosk was not open during advertised opening hours (on weekends and public holidays).

NEARLY A QUARTER HAVE EXPERIENCED KIOSKS FUNCTIONALITY ISSUES

- While seven in ten users (71%) agreed the **kiosk was working correctly**, this was not the case for almost one in four users (23%). Functionality was particularly an issue in **Byford Village** where almost half (46%) said the kiosk was not working correctly.
- Users noted functionality issues including: one or more machines in the kiosk was **out of order** or **full** and therefore not operational; machines **stopped working** midway through the return process; or they waited in a queue only to find by the time they used the kiosk, it was **already full**. Some experienced this multiple times and had given up using the kiosks altogether. Users suggested that kiosks should be **emptied/maintained more frequently**, to avoid this issue.
- Users also noted there was no way to know before their visit **whether or not machines were working**, and no way to tell when non-functioning or full machines **would be working again**. This was frustrating to those who turned up to use the kiosk and then had to bring their containers home again. Users suggested **live notifications on the app or website** to advise whether the kiosk was functioning, to avoid a wasted trip.

FY25

Themes and learnings

Themes and learning

Implementing the FY25 plan has generated significant learnings and identified key themes that have been considered in prioritising initiatives for FY26.

- Network re-contracting. In practical reality a supply chain review must be completed by June 2026 to enable time to incorporate any proposed enhancements. At the very least, a new RPA that strengthens WARRRL's position to require and achieve new operating standards will be featured and may face resistance with the current RPO cohort.
- Current volume growth is being delivered inconsistently, when viewed by individual RPO / classification or geographically. We need to ensure all RPOs, and regions are contributing to growth.
- New 'ways to return' have been introduced over the past 18 months and brought new users into the Scheme - up to 37% of transactions through new ways are from people who were not previously using C4C. But they are under leveraged and will take time to embed and expand. Focusing on scaling their reach and effectiveness will support more Scheme access and convenience for the public of WA.
- The most cost-effective way of returning involves individuals returning themselves, to a depot. Every other way of return is more expensive. Enabling access and convenience raises the cost of participation.
- Out of home channels (commercial and CCGS) are growing more strongly than Scheme average growth, responding to the resource focus and investments over the past year. But these channels are growing off a low volume base.
- The ability to separate and capture containers from general waste out of home is a critical pathway to 85%. Only 3 in 10 people have container collection at work. To achieve it quickly, public policy support is required. WARRRL has limited capacity to influence the ecosystem in the short to medium term to maximise this opportunity.
- Modelling reveals there is an uneven container recovery performance in Perth and Peel regions as measured by containers available and returned. This is a significant opportunity.

Themes and learning

- The size of the CCGS 'army' dictates that redoubling our efforts to engage and motivate that cohort can add presence of the Scheme that supports more C4C access and convenience for the community. Growing their involvement at the grass roots can expand the reach of the Scheme 'where people gather in number'.
- Reuseable or one-time use bags (that are recyclable) is an issue that needs to be resolved as it is a core dependence relating to maximising participation in the Scheme and optimising collection solutions that have been installed.
- The removal of comingle bins in public places in favour of general waste / C4C separation is a highly effective structure to recover 10c containers (CEPs and Karrinyup Shopping Centre).
- Community group engagement especially with sports clubs that incorporate beverage sales remain a key leverage opportunity to drive further growth, and to support the out of home separation and collection challenge.
- Organisational change takes time. WARRRL cannot artificially force traction. It will come, but it is going to take time.
- A narrower, sharper focus on what we are doing can simplify the way we work and improve traction on key initiatives. Robust business cases that provide clarity is key to managing priorities and maximising impact.
- Behaviour change - a science-based approach to problem solving has been adopted. How it is now incorporated into our work will require careful management.
- Creating a growth portfolio that comprises all externally facing WARRRL functions, sharpens our focus on enriching and simplifying the C4C end-consumer experience and ensuring this is central to consumer facing strategic initiatives. Similarly, engaging with our myriad of stakeholders to drive their adoption of C4C be achieved through a clearer WARRRL voice.
- Innovation including AI technology now available from global RVM suppliers that could significantly reduce transaction time at depot refund points, especially for larger volume transactions.
- The creation of frameworks across project management, change management, behaviour change, assurance, cybersecurity and most recently social impact is critical infrastructure but all relatively immature in their development and use. As the company continues to focus on Scheme volume growth, embedding these frameworks in day-to-day business operations becomes a key dependency that supports sustainable, long-term success.

FY26

Operations plan

FY26 core focus areas and delivery approach

Core rationale for the priorities and investments proposed for FY26 support driving high levels of participation in Containers for Change across the community.

- Expanding Scheme access and convenience through the expansion of refund points and deploying container separation and collection infrastructure more widely.
- Simplifying and standardising the customer experience when engaging at any level with Containers for Change, whether through using refund point or accessing its digital platforms to find information on returning containers.
- Evolving the brand communications platform by shifting the messaging to container second life, focused on out of home settings, and demonstrating people participating as part of the everyday life.
- **Deliver Scheme expansion to the community of Western Australia from 1 July 2026.**
- RPOs are critical to the ability to recover containers so continuing to partner with them and further invest in their success by leveraging the investment in the growth portfolio and network delivery teams.
- Taking the opportunity to consider the efficacy of the Scheme supply chain will enable choices and action consistent with the timetable already established for re-contracting Scheme partners in 2027.
- Further support from government can motivate action across the ecosystem in favour of container separation and collection that is unlikely to be achieved only through the Scheme Coordinator's plans and actions.
- WARRRL is just short of five years into its life as Scheme Coordinator. Maturing the organisation's culture and capability will enable the company to retain and motivate staff to continue pursuing its goals.

Management's core approach to delivering its operations plan for FY26 is built on:

- Rigorous Board mandated review and reporting oversight.
- Deploying project, change and behaviour science frameworks.
- Project design, management and delivery through cross functional program and project teams, sponsored by COs and led by functional leaders.
- ASANA adopted as primarily project management tool supported by other collaboration IT platforms.
- Supporting management processes to assess and progress the initiatives included in this plan.

FY26 operations plan focus areas

Strategy	Portfolio(s)	Function(s)	Key focus areas
An optimised and resilient CDS network	Growth Operations Operations/Growth Operations/Growth Growth	Growth and development Network delivery Network delivery/Marketing & Communications Network delivery/Social impact and Com Dev Social impact and community development	Expand access and convenience inc RPO growth plans Network supply chain review. Customer experience at refund points. Disability access at refund point. Social impact management framework.
Grow participation to drive container recovery	Growth Growth Growth Growth Growth Growth /Business	Marketing and communications Marketing and communications Growth and development Growth and development Social impact and community development Marketing and communications / IT and Innovation	'Unleash potential' brand platform. 'Unleash potential' media strategy. Strategic commercial engagement and partnerships. Post general waste disposal interventions. 'Grass roots' community partnerships. Elevating customer experience across digital platforms.
Accelerate transition to circular economy	OCEO OCEO Business Business Operations	OCEO / Growth OCEO / Growth Commercial Environment and sustainability Network delivery	Government engagement on public policy. Local government planning levers. Harmonisation of FRS CDS regulatory requirements. CDS environmental sustainability roadmap including implementation of Scheme expansion. Container material circularity.

FY26 strategy focus areas

Strategy	Portfolio(s)	Function(s)	Key focus areas
Scheme coordinator operational excellence	OCEO OCEO Growth Business	People and culture. People and culture. Social impact and community development. IT and innovation.	Values development. Learning and development program. Innovate RAP development and Aboriginal engagement strategy. Cybersecurity framework deployment.

Strategy 1 – An optimised and resilient CDS network

Expand access and convenience

	Activities	Timing	Dependencies
Small format kiosk deployment	<ul style="list-style-type: none"> Complete trial and determine deployment plan consistent with priority locations identified by ACIL Allen. Target installation of 25 units H1, FY27. 	<ul style="list-style-type: none"> November 2025 – Board review of trial. EOI processes completed by May April 2026 Implementation H1, FY27. 	<ul style="list-style-type: none"> Trial performance evaluation. Proposed deployment model commercial model sustainability. Board approval to proceed May 2026.
Large format kiosk deployment	<ul style="list-style-type: none"> Identify opportunities for further deployment of large format kiosks consistent with priority locations identified by ACIL Allen. 	<ul style="list-style-type: none"> Ongoing through FY26. 	<ul style="list-style-type: none"> Locations available that don't impact viability of existing refund points.
Drop and Go refund point expansion	<ul style="list-style-type: none"> Identify opportunities for further deployment of D&Gs consistent with priority locations identified by ACIL Allen and regional insights. Target installation of 40 units through FY26. 	<ul style="list-style-type: none"> Ongoing through FY26. 	<ul style="list-style-type: none"> Resolve bag availability and optimise transaction tracking. Maintenance of the 1c RPO freight subsidy.

Strategy 1 – An optimised and resilient CDS network

Expand access and convenience

	Activities	Timing	Dependencies
Collect restage and expansion	<ul style="list-style-type: none"> Establish standard collection infrastructure requirements by channel. Grow awareness of Collect across the community, especially targeting out of home locations, CCGS sectors and local government. Improve ease of booking for customers to be included in scope of the 'end customer experience' initiative. 	<ul style="list-style-type: none"> Collection infrastructure review by September 2025. Awareness campaign design and deployment by January 2026. Implementation Q1, FY27 	<ul style="list-style-type: none"> Behaviour change process utilised to identify audience needs and barriers.
Container exchange point expansion	<ul style="list-style-type: none"> Grow locations within existing LGA partners. Expand LGA participation to 100. Grow community awareness of how CEPs work. Engage major tenants / owners of retail precincts with a view to installing CEPs on their owned general waste bins. Partner with NatSales to install on their bins. 	<ul style="list-style-type: none"> LGA engagement ongoing through FY26. 	<ul style="list-style-type: none"> Establish new Engagement and Partnership lead within Growth portfolio. NatSales support for joint initiative.

Expand access and convenience

Growth & Development F26

Strategic Pillar/s	1. An optimised and resilient CDS network 2. Grow participation to drive container recovery							
Objective	Drive overall container collection volume within key channels & partners							
Strategies	WHERE TO PLAY Out of Home Commercial Settings	Initiatives Small Kiosk Expansion		Drop n Go Expansion	Collect Support Program	RPO Growth Plans	Collateral Deployment	CEP Deployment
Measures	<ul style="list-style-type: none"> RPO, channel & customer container volume growth +10% vs F25 	<ul style="list-style-type: none"> 25+ Kiosks in market by 30 June 2026 (subject to Board approval) 	<ul style="list-style-type: none"> 40 approved installations in F26 	<ul style="list-style-type: none"> Target 30M containers F26 (vs 20M FY25) 	<ul style="list-style-type: none"> RPO, channel & customer container volume growth +10% vs F25 	<ul style="list-style-type: none"> RPO, channel & customer container volume growth +10% vs F25 	<ul style="list-style-type: none"> Double the existing CEP network from 1500 to 3000 across WA 	
Platforms	<ul style="list-style-type: none"> RPO segmentation & channel analysis. Implement RPO call modelling. Develop growth plan templates – address RPO specific growth impacts via separate action plan. RPO forums & engagement. Development Lead direct engagement. 	<ul style="list-style-type: none"> Driven by ACIL Allen insights & interstate/European best practice. High foot traffic, high impact & awareness locations. Operating model with Kiosks as an extension of an existing RPO. Retail or strategic location partner to host the kiosk. Target operating volume 500k + containers per annum. 	<ul style="list-style-type: none"> Driven by demand and ACIL Allen insights. Growth team to own approvals process. Drop n Go network represents circa 16M containers per annum. +20% growth. 	<ul style="list-style-type: none"> Growth team to champion Collect as the preferred platform at every opportunity. F26 budget to support collateral provision for every new customer. 3rd party sell in 'blitz' to commercial business in July/Aug & Oct/Nov. 	<ul style="list-style-type: none"> Growth team to provide dedicated resource to develop local area expansion plan. Volume recovery for those RPOs / regions underperformed in FY25. Focus on commercial businesses. Provision of collateral budgets for new customers – promote best practice. 	<ul style="list-style-type: none"> Drive availability of collection & development of infrastructure across multiple channels. Use of Collect, RPO and tactical budgets. Online shop becomes the preferred distribution channel. Collection bag availability with key retail partners (e.g. Bunnings). RPOs to act as retail 'stores'. 	<ul style="list-style-type: none"> Continue to drive with key LGAs & commercial partners. Maintenance of existing CEPs. Product development support. Nat Sales collaboration for further deployment. 	
Timing	Q1 to Q4 FY26	Q3 & Q4 F26	Q1 to Q4 FY26	Q1 to Q4 F26 Q2 & Q3 Blitz	Q1 to Q4 FY26	Q1 to Q4 FY26	Q1 to Q4 FY26	
Budget Elements		<ul style="list-style-type: none"> \$1M Kiosk procurement \$260k Host, RPO, OEM servicing & marketing 	<ul style="list-style-type: none"> \$150k equipment provision \$50k installation & logistics 	<ul style="list-style-type: none"> \$12k collect platform support \$25k research \$53k customer bins 	<ul style="list-style-type: none"> \$108k growth executive marketing & material production 	<ul style="list-style-type: none"> \$604k allocation across all G&D roles for bins & online store collateral 	<ul style="list-style-type: none"> \$207k procurement of baskets/cages \$164k installation & maintenance 	
F26 Budget Breakdown	TOTAL \$2.62M	\$1.26M	\$200K	\$90k	\$108K	\$604K	\$371K	

Network supply chain review

	Activities	Timing	Dependencies
<p>Complete review of refund point network effectiveness and operational sustainability</p>	<ul style="list-style-type: none"> Define scope of review including metropolitan v regional considerations; role of automation, front and back of house; role of compacting light weight materials; customer experience; RPO, logistics and processing costs and outlook; potential for 300m volume growth; customer access and convenience optimisation. Appoint SME consulting partner to support WARRRL project team. Regular updates to Board and DWER on progress / issue identification. 	<ul style="list-style-type: none"> Scope definition June 2025 Go to market to establish a third-party SME July 2025 Board approval, engage and onboard third-party SME August 2025 Data collection, current state analysis and baseline capability review September – December 2025 Modelling and scenario testing January – February 2026 Impact assessment and stakeholder engagement March-April 2026 Finalise project and recommendation May 2026 Recommendation for Board approval June 2026. 	<ul style="list-style-type: none"> DWER engagement in the process. Recommendations can be implemented within the existing legislative framework. Recommendation needs to support receiving and processing an incremental 300m containers. Containers arising from Scheme expansion can be received and processed. Confidentiality of the workplan. Engaging, and timely onboarding of, a qualified and capable third-party consulting partner with relevant supply chain, automation, and circular economy expertise. Recommendations completed such that sufficient lead time remains prior to current contract expiry (1 October 2027).

Optimising customer experience at refund points

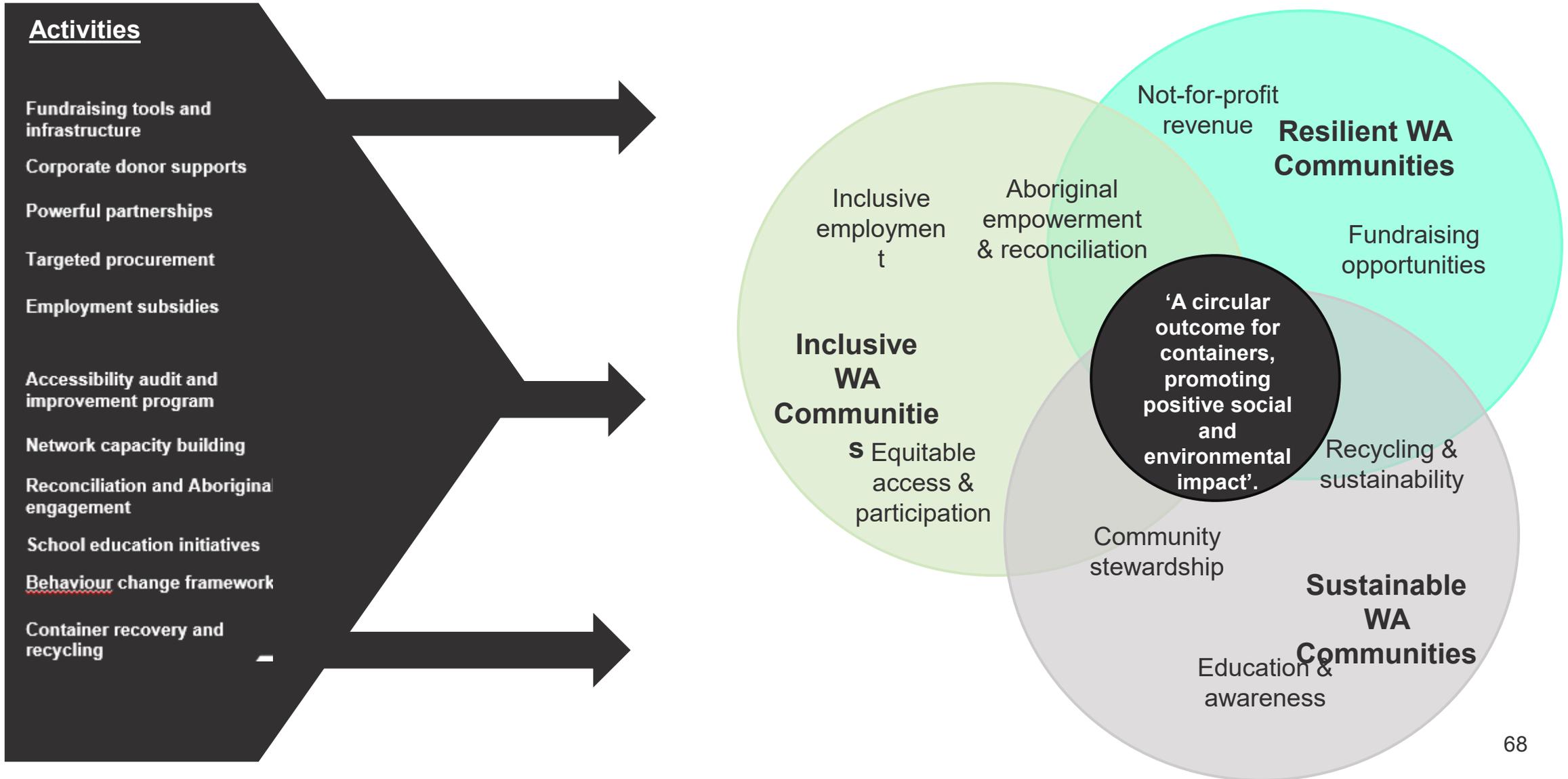
	Activities	Timing	Dependencies
Customer experience optimisation at refund points.	<ul style="list-style-type: none"> Utilisation of behaviour science framework PACE to journey map customer experience at refund points. Conduct reviews and consolidate data on current state. Design and test interventions that improve the end-to-end experience of customers engaging with refund points. Scoping exercise will be based on behaviour science to determine whether optimisation should cover depots, SS kiosks and Drop and Go refund points or a sub-set only. 	<ul style="list-style-type: none"> Project scoping, research and initial journey mapping / ‘model’ February 2026 Design interventions, signage prototypes, pilot programs by April 2026. Enhancement plan rolled out progressively based on prioritised opportunity from April 2026. 	<ul style="list-style-type: none"> Enhancements can be implemented under the existing Refund Point Agreement. Availability of SME Behaviour Science – BWA. Active support from RPOs and refund point operators is essential for pilot success, continuous feedback, and sustained behaviour change. Some initiatives (e.g. physical layout changes, signage etc.) may require capital or operational investment. Budget allocations and delivery responsibilities must be clear.

Social impact management framework

	Activities	Timing	Dependencies
<p>Deploy framework to achieve highest positive social impact.</p>	<ul style="list-style-type: none"> • Framework launch. • Targeted domain focused initiatives: enabling fundraising for community organisations; creating employment opportunities; enable participation for individuals who barriers; partnerships with Aboriginal communities; targeted procurement; community education. • Change management plan. • Capability building. • Data capture and evaluation, process testing and refining. 	<ul style="list-style-type: none"> • Implementation in H2 FY26. 	<ul style="list-style-type: none"> • Cross functional collaboration to ensure all strategic and functional initiatives that contribute to social impact are captured and assessed.

Framework development and design

How the CDS supports a stronger Western Australia



Disability access improvements at refund points

	Activities	Timing	Dependencies
Improve community access at refund points.	<ul style="list-style-type: none"> • Review core findings from access audit and prioritise improvement plans. <ul style="list-style-type: none"> ○ Network education and awareness. ○ Physical access improvements at refund points. ○ Alignment with social impact evaluation framework. ○ Cross functional teams to create plans. ○ Share best practice outcomes across network and with key stakeholders including social media content creation. • Incorporates use of behaviour science tools relating to problem definition, barrier identification and intervention design and deployment. 	<ul style="list-style-type: none"> • Review audit findings, prioritise opportunities and engage stakeholders for co-design July-October 2025. • Development of signage, training materials, adaptive specs, physical layout templates November – December 2025. • Recommendations by December 2025. • Enhancement plan rolled out progressively based on prioritised opportunity from January 2026. <ul style="list-style-type: none"> ○ Physical access and adaptive equipment. ○ Signage and instruction visibility. ○ Audio assistance and noise reduction measures. ○ Training and awareness. 	<ul style="list-style-type: none"> • Enhancements can be implemented under the existing Refund Point Agreement.

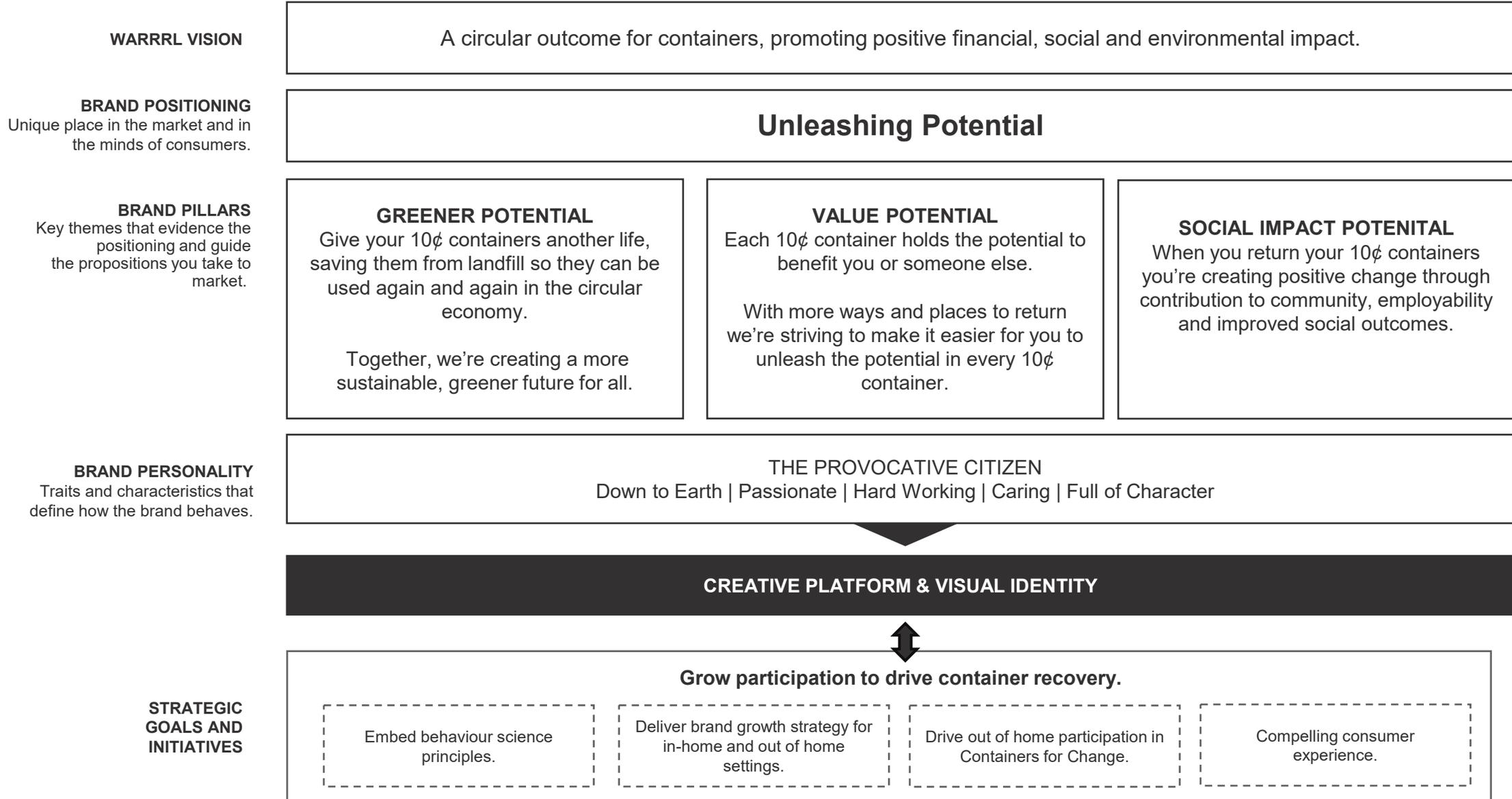
Strategy 2 – Grow participation to drive container recovery

Brand Building – ‘Unleashing Potential’ brand platform

	Activities	Timing	Dependencies
<p>Drive C4C brand growth via new ‘Unleashing Potential’ communication platform which has evolved to incorporate behaviour science including social norming to shift out of home consumer behaviour. An emotionally resonant story highlighting the environmental, social and financial benefits of container recycling.</p>	<ul style="list-style-type: none"> Finalise creative executions appropriate for targeted communications channels. Launch campaign to all key stakeholders including all business organisations. Develop targeted, tactical campaigns and partnerships to deliver short-term performance across specific audience groups and objectives. 	<ul style="list-style-type: none"> Ways to Return/Local and SWM/AFL campaigns to September 2025. ‘Unleashing Potential’ campaign launch 30 Sept 2025. Delivery of campaign leverage progressively implemented through FY26. 	<ul style="list-style-type: none"> Creative edits can be completed in full to enable a 30 Sept 2025 market launch.

Unleashing Potential brand platform

Architecture



CAMPAIGN PLATFORM	Every 10c container, every day, everywhere, by everyone.			
AUDIENCE	CALD / KEY SEGMENTS (Vietnamese, Chinese, Indian and Indigenous, or key behavioral segments TBD)	Younger adults (plus target segments as identified through segmentation)	Businesses and space owners	Consumers in business context
AUDIENCE CHALLENGE	Lack of understanding of WA waste system. Varying barriers and misbeliefs.	Can't perform desired behaviour out of home.	Low awareness / not a business priority	Can't perform desired behaviour out of home.
CAMPAIGN PROPOSITION (WIP)	To be defined.	Every 10c container has potential even when out and about.	Every 10c container, everyday by every business.	Is your workplace unleashing the potential?
APPROACH	Tailored messages and hyper targeting (TBD).	Show OOH ways to return reiterate importance of every 10c container.	Demonstrate business participating in the scheme and benefits. Highlight C4C Collect service.	Call to arms for consumers to encourage their workplace to participate.
BEHAVIOUR CHANGE PRINCIPLE	Address any identified misunderstanding regarding opportunity or perceived effort.	More explicitly communicate strategic out-of-home contexts.	Normalise businesses returning.	Targeting the small segment of active champions, with the intention of transforming them into advocates and activists who directly engage with commercial organisations to participate.
MARKETING OBJECTIVE	Tailored messaging addressing individual barriers / misbeliefs.	Drive out of home participation.	Increase participation of commercial, retail, hospitality, events, mining, public venues/spaces/locations, through sector specific interventions.	Empower activists in a workplace/business context to drive return behaviour out of home.
EXAMPLE TACTICS (media strategy to define)	Specific mediums to reach audiences: Airport placements, markets, event partnerships e.g Diwali, sculptures by the sea.	Notion of pay it forward. Specific mediums to reach audiences: universities, music festivals, activations.	B2B channels: CBD billboards, DM to restaurants, cafes, spaces, HR. business toolkits.	B2B channels: office lifts, transport, CBD activation, POS partnership with CBD lunch bars/convenience stores.

Strategy 2 – Grow participation to drive container recovery

Media plan for brand platform

	Activities	Timing	Dependencies
<p>Media plan to maximise reach to target audiences – B2C, C2B, B2B, and CALD</p>	<ul style="list-style-type: none"> • 'Ways to return/know your local' and AFL media buying to September 2025. • Audience priorities. Utilisation of audience segmentation work driven by BWA and Core Data – 'Uninformed but Open' – 35%. • Media investment priorities. • Media spend efficiency and effectiveness tracking. 	<ul style="list-style-type: none"> • Holding media for Ways to return/know your local July to September 2025. • SWM/AFL TVC to September 2025. • Unleashing Potential 30 September 2025 to June 2026. 	<ul style="list-style-type: none"> • Creative edits can be completed in full to enable a 30 September 2025 market launch.

Media plan for brand platform

Our goal is to maintain awareness and salience through a broad mix of brand activity while maximising the effectiveness of our media investment by targeting the behaviours of our target audiences.

To reach and engage our different audience segments, the following will remain major considerations:

- **Motivators**
 - Environmental, financial, community, and social.
- **Barriers**
 - Lack of understanding, not motivated by financial incentives, time poor, or other life priorities.
- **Contexts**
 - When an individual is in their home environment and outside of their home environment (this includes workplaces).

Tactical campaigns and partnerships will be planned to provide targeted opportunities for brand consideration for specific audience groups.

BOUGHT MEDIA CHANNELS

- TV (including SVOD and BVOD).
- Cinema.
- Digital display, audio, and video ads.
- Out-of-home, large-format (print and digital).
- Press (advertorial features and printed ads).
- Paid search.
- Paid social media (Meta).

AUDIENCE RESEARCH PARTNERS

- Behaviour Works Australia.
- CoreData.
- CultureVerse.
- Roy Morgan (via The Brand Agency).
- Group M (via The Brand Agency).

Media plan for brand platform - audience targeting

FY25 campaigns and paid partnerships were built around business to business (B2B), business to consumer (B2C), and consumer to business (C2B) groups across metro and regional Western Australia (people aged 18 – 39 with a slight skew to males).

Broadly, this targeting will continue in FY26 but will be optimised with current media landscape and behavioural research.

To effectively buy media for our multiple audience groups, profiles specific to Western Australia are created that dictates their media habits/consumption and general attitudes. This has been developed by The Brand Agency via Roy Morgan surveys. Utilising these personas, media can be purchased either focusing on platforms with shared commonalities or by singling out platforms/attitudes when a specific audience needs to be targeted.

MEDIA COMMONALITIES (EXAMPLE)



High Internet Usage

All segments show significant internet usage. Even the 60+ group has a substantial online presence, although they may use it differently.



Social Media Engagement

Social media is a common activity across all segments, although the platforms of choice and the intensity of usage vary. Facebook and YouTube have the broadest reach.



Preference for Digital News

The West Australian Dominates however, there is limited reach potential for our target audiences. Digital plays a substantial role within this space and should be the focal point when exploring news.



Out-of-Home Exposure

A significant portion of each segment reports seeing outdoor advertising (billboards, etc.) in the past week.



Cinema Attendance is Variable

While some members of each segment attend the cinema, attendance is not a dominant behavior. This channel ladders up to content and movie release schedules, which dictate attendance.



Streaming Video is Widespread

Streaming video on demand (SVOD) usage is high across all segments. Streaming dominates and. Netflix is king, but other platforms matter - including BVOD players - we cannot focus on only one

ATTITUDES (EXAMPLE)



Perth <39yrs

This group is driven by innovation, social connection, and personal expression. They're active, fashion-conscious, and value new experiences, making them open to brands that enhance their lifestyle and help them stand out.



Perth 40-59yrs

Health, financial security, and family are top priorities for this group. They're focused on well-being and protecting their loved ones, so messaging should emphasize these aspects.



Perth 60+yrs

Security, tradition, and community are paramount. They value reliability, trustworthiness, and products that offer good value for money, making them receptive to established brands with a strong reputation



Regional WA <39yrs

This audience seeks adventure and physical activity, and is willing to take risks to find it. They value a good deal and are less concerned with job security.



Regional WA 40-59yrs

Logic and family drive this group. They are focused on making smart decisions that benefit their loved ones in the long term.



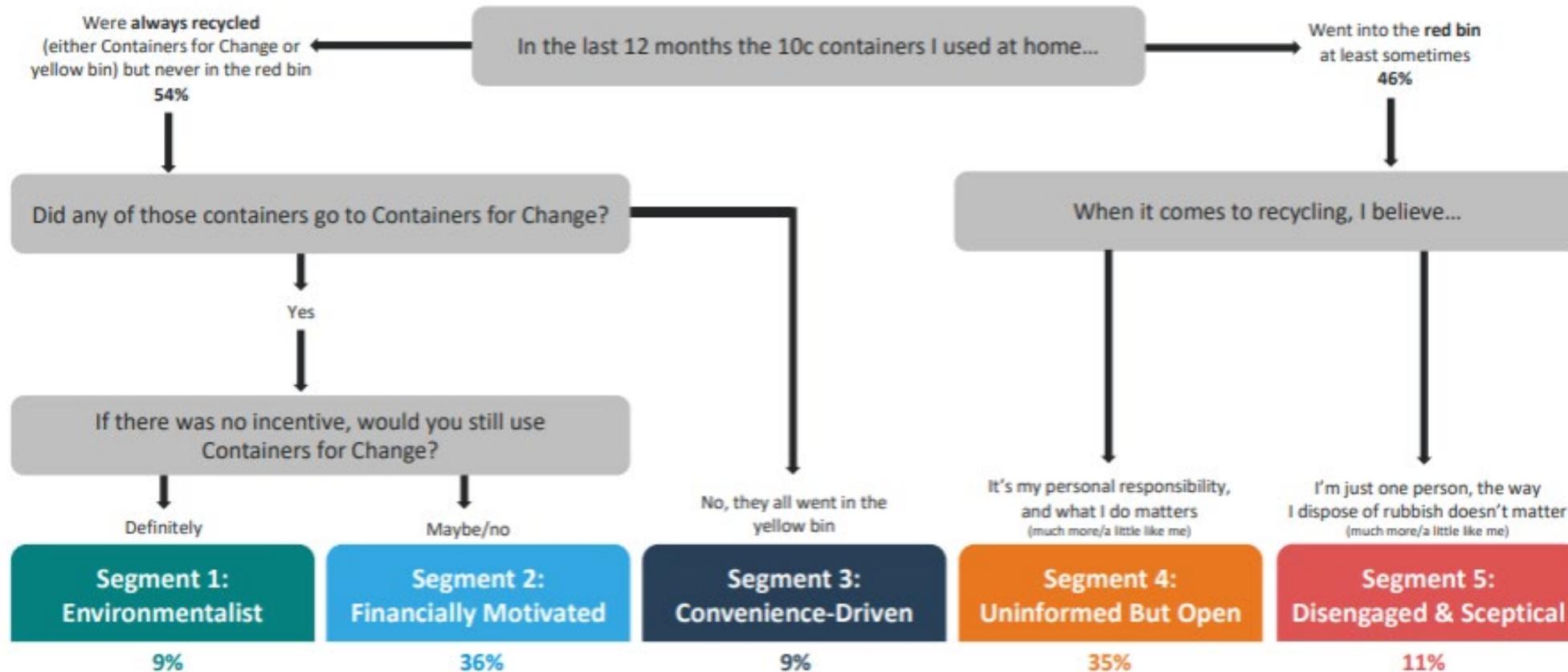
Regional WA 60+yrs

This audience values tradition, security, and community above all else. They are concerned about societal values and seek products that are reliable, environmentally responsible, and offer good value.

Media plan for brand platform - audience segmentation

Working in collaboration with CoreData, five audience segments have been defined based on individual's disposal methods of 10¢ containers.

HOW WE ALLOCATED THE SEGMENTS



Media plan for brand platform - CALD campaigns

Over FY25, Containers for Change ran concurrent campaigns focused on CALD audiences: Indigenous, Chinese (Mandarin), and Vietnamese. This work was coordinated in collaboration with CultureVerse, The Brand Agency, Kimberley growth project and WARRRL's RAP Working Group.

These working relationships will continue over FY26 to develop meaningful and impactful campaigns (spanning bought, earned, and owned channels) for Western Australian Indigenous (always on marketing) and identified ESL communities (tactical campaigns focused on community festivals and the development of in-language resources).

SNAPSHOT OF WA ESL CULTURAL GROUPS (WARRRL VIA CULTUREVERSE)

Tier 1: Largest audience groups



Chinese (Mandarin-speakers)

- ▶ The largest community in WA that speaks a language other than English.
- ▶ 19.6% were born in Malaysia and 7.2% in Singapore.
- ▶ Members with lower English language proficiency are predominantly those born in China.



Vietnamese

- ▶ Second largest community in WA that speaks a language other than English.
- ▶ Well-established, a large proportion of the Vietnamese speaking community are 2nd or 3rd generation. 30% of Vietnamese speakers in Western Australia were born in Australia.

Tier 2: Medium to Large Groups



Indian (Punjabi-speaking)

- ▶ The Punjabi-speaking community in WA is one of the fastest growing, increasing by 68.57% between 2016 - 2021.
- ▶ 81.3% of Punjabi speakers identify as Sikh, a faith that emphasises environmental stewardship.



Chinese (Cantonese-speaking)

- ▶ In the Cantonese-speaking community, 23% were born in Hong Kong and another 23% in Malaysia, and typically an older age demographic.



Arabic-speaking

- ▶ The Arabic-speaking community in WA is primarily of Iraqi descent, migrating from a humanitarian pathway.
- ▶ Other large Arabic-speaking communities include those with ancestry from Lebanon, Syria, and Egypt.



Indonesian

- ▶ Among Indonesian speakers, 52.8% identify as Christians, followed by 27.5% as Muslims.

Strategy 2 – Grow participation to drive container recovery

Strategic commercial engagement and partnerships

	Activities	Timing	Dependencies
<p>Grow container collections from channels where people gather in number.</p>	<ul style="list-style-type: none"> Pilbara mining focus to build on successful FY25 trial activities leveraging partnerships with Programmed, Compass and ISS. Mass deployment of proven solutions including retro fitting existing participating sites to maximise container recovery. HORECA focus for Growth RPO team. Major retail shopping centre interventions. RPO growth plans targeting locations centred on people gathering in number. Focus on regions who are underperforming on average volume growth rates. Regional roadhouse infrastructure deployment. Collateral deployment all channels. 	<ul style="list-style-type: none"> Ongoing through FY26. 	<ul style="list-style-type: none"> Ongoing commitment from mining and facilities management companies. Engagement with PTA and DBCA. Focused support from expanded marketing services team.

Strategic commercial engagement and partnerships

Growth & Development F26

Strategic Pillar/s	2. Grow participation to drive container recovery			
Objective	Drive overall container collection volume within key channels & partners			
Strategies	WHERE TO PLAY Out of Home Commercial Settings	Initiatives Mining	Hospitality	Retail
Measures	<ul style="list-style-type: none"> RPO, channel & customer container volume growth +10% vs F25. 	<ul style="list-style-type: none"> RPO, channel & customer container volume growth +10% vs F25 	<ul style="list-style-type: none"> RPO, channel & customer container volume growth +10% vs F25 	<ul style="list-style-type: none"> RPO, channel & customer container volume growth +10% vs F25
Platforms	<ul style="list-style-type: none"> RPO segmentation & channel analysis. Development Leads assigned by channel. Mining Lead channel growth plan. HORECA Lead channel growth plan. TBC Retail Lead channel growth plan. Industry partnership and engagement. 	<ul style="list-style-type: none"> Expansion of Sodexo trial to Rio Tinto sites. Pannawonica town and associated site C4C coverage. ISS Roy Hill mobilisation 2,500-person camp. Goldfields opportunities to be scoped and confirmed. Continued monitoring and intervention with current rial sites Eramurra and Golden Grove. 	<ul style="list-style-type: none"> Accommodation partnerships focusing on student & hotel chain opportunities. Continued activation with multi storey offices within the CBD. Trial MUD (Multi Unit Dwelling) solutions. Continued mobilisation of large restaurant, café and licensed venue collections. 	<ul style="list-style-type: none"> Pending resource allocation, significant channel opportunities. Shopping centre best practice bin infrastructure across major centre partners. Development of a petrol and convenience channel solution. Independent grocery engagement. Small format kiosk expansion channel opportunities.
Timing	<ul style="list-style-type: none"> FY26 	<ul style="list-style-type: none"> Q1 to Q4 F26 	<ul style="list-style-type: none"> Q1 to Q4 F26 	<ul style="list-style-type: none"> Q2 F26 onwards resource dependent
F26 Budget Breakdown	Budget Elements Total \$304K	<ul style="list-style-type: none"> \$120k Mining bin collateral \$120K	<ul style="list-style-type: none"> \$84k Hospitality partner bin collateral \$84K	<ul style="list-style-type: none"> \$102k Retail partner bin collateral \$102K

Strategy 2 – Grow participation to drive container recovery.

Post disposal intervention and recovery

	Activities	Timing	Dependencies
<p>Grow container collections by recovering containers post disposal to general waste.</p>	<ul style="list-style-type: none"> Partner with Instant Waste on container recovery from their C&I and C&D customer base with access only to general waste bins. Recovery of containers from low contamination general waste including public transport locations (train stations, busports, airports), DBCA locations (national parks and recreation reserves), service stations, Main Roads (roadside litter picking / roadside rest bays). 	<ul style="list-style-type: none"> Ongoing through FY26. 	<ul style="list-style-type: none"> Effective partnerships with waste companies targeting Instant Waste, Cleanaway, Veolia, Ngala Aboriginal Corporation, and Avon Waste. Engagement with key government agencies including PTA, DBCA, MR, Perth Airport.

Post general waste disposal interventions

Growth & Development F26

Strategic Pillar/s	2. Grow participation to drive container recovery 3. Accelerate the transition to the circular container economy						
Objective	Drive overall container collection volume within key channels & partners						
Strategies	WHERE TO PLAY Out of Home, post or at point of container disposal	Initiatives Main Roads partnership		Comingle recovery of LPB	Instant Waste bin trial expansion	Regional roadhouse collection infrastructure	Product development
Measures	<ul style="list-style-type: none"> RPO, channel & customer container volume growth +10% vs F25 	<ul style="list-style-type: none"> RPO, channel & customer container volume growth +10% vs F25 	<ul style="list-style-type: none"> RPO, channel & customer container volume growth +10% vs F25 	<ul style="list-style-type: none"> RPO, channel & customer container volume growth +10% vs F25 	<ul style="list-style-type: none"> RPO, channel & customer container volume growth +10% vs F25 	<ul style="list-style-type: none"> RPO, channel & customer container volume growth +10% vs F25 	
Platforms	<ul style="list-style-type: none"> Intervention to recover containers where they may otherwise be lost to landfill. 5 key initiatives identified, noting others are under review. Specialist support and management via Waste & Recycling lead contract role. 	<ul style="list-style-type: none"> Main road general waste and litter areas across WA, including truck stops, parking bays, roadside camping/rest areas within MRD remit. Significant opportunity for direct capture and public awareness. 	<ul style="list-style-type: none"> Liquid Paper Board is the scheme's lowest % recovery by material type. MRF partnership to understand the LPB opportunity for further capture & recycling. On-shore processing opportunities. 	<ul style="list-style-type: none"> Instant Waste skip bin trial in place. Recovery potential of 500K containers per annum. This represents 1 operator so significant opportunity for expansion. Significant opportunity for building site recovery. 	<ul style="list-style-type: none"> Development & trial of roadhouse container collection infrastructure. Specific cage solution in development. Public awareness and ability to influence key groups (Grey Nomads). Great sustainability messaging along key routes to holiday & recreational locations. 	<ul style="list-style-type: none"> Product development of bespoke solutions to support Growth portfolio customer and channel needs. Further review & development of existing collateral. Online store support Specific stakeholder solutions e.g. PTA, DBCA, Waste to Energy 	
Timing	<ul style="list-style-type: none"> FY26 	<ul style="list-style-type: none"> Q1 to Q4 FY26 	<ul style="list-style-type: none"> Q1 to Q4 FY26 	<ul style="list-style-type: none"> Q1 to Q4 FY26 	<ul style="list-style-type: none"> Q1 to Q4 FY26 	<ul style="list-style-type: none"> Q1 to Q4 FY26 	
F26 Budget Breakdown	Budget Element	<ul style="list-style-type: none"> \$87k solution & partnership support (Gnalla) 	<ul style="list-style-type: none"> \$20k project management 	<ul style="list-style-type: none"> \$24k collateral & training 	<ul style="list-style-type: none"> \$40k bespoke infrastructure production & distribution 	<ul style="list-style-type: none"> \$156k product development & production for scheme growth initiatives 	
	TOTAL \$327k	\$87k	\$20k	\$24k	\$40k	\$156k	

Post general waste disposal interventions – key projects

\$327K across all initiatives



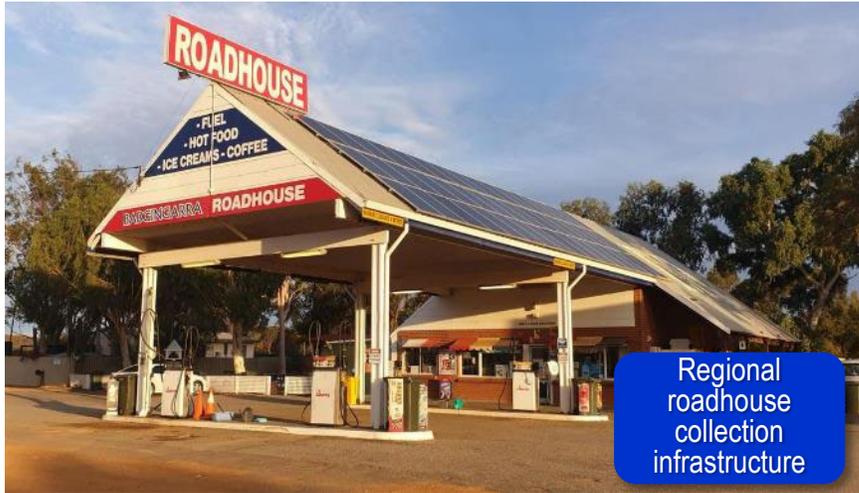
Main Roads partnership



Comingle recovery of LPB



Instant waste bin trial expansion



Regional roadhouse collection infrastructure



Product development

CONTAINERS FOR CHANGE

WESTERN AUSTRALIA RETURN RECYCLE RENEW

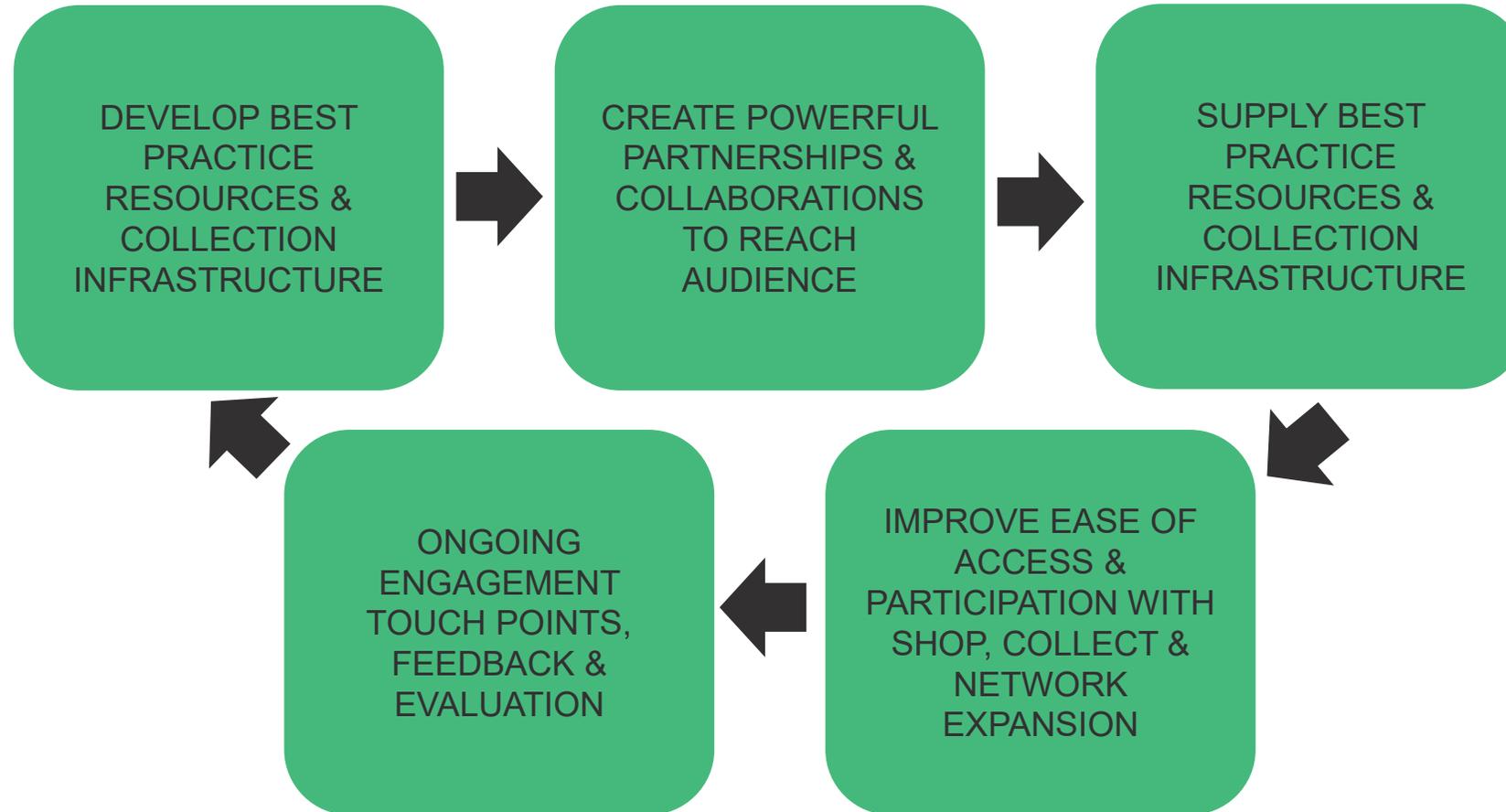
'Grass roots' community partnerships

	Activities	Timing	Dependencies
<p>Grow container collections by engaging at 'grass roots' level of the CCGS sectors in addition to peak body partnerships.</p>	<ul style="list-style-type: none"> Partner with larger community-based groups in the field (move from peak only) to support separation at point of 'end customer' disposal and collection more widely across the community. Review and optimise existing CCGS targeted collateral. Defined target locations relating to drink consumption & # people gathering Core pillar of social media strategy. Establish C4C as 'fundraising program of choice'. Enable donation participation in scheme at more touchpoints. Optimise use of digital consumer platforms for the community sector, especially Collect and Online Store. Identify and enable 'on the ground' C4C Champions. Use of PACE behaviour change tools to identify key audiences and their needs. 	<ul style="list-style-type: none"> Design approach to sectors by September 2025. Deploy through FY26 via RPO growth and development and social impact and community development teams. 	<ul style="list-style-type: none"> RPO service model and adoption of collection infrastructure protocols (branding, bin presentation). Support of LGAs to promote fundraising potential of C4C with local community groups. Collect available as the optimum 'way of return' for CCGS.

Strategy 2 – Grow participation to drive container recovery

'Grass roots' community partnerships based on # of people gathering and consuming beverages

Our engagement to building long-term fundraising capacity:



Tried and tested – now it is time to level up! 84

Elevating customer experience across digital platforms

	Activities	Timing	Dependencies
<p>Optimise consumer experience in seeking to engage with and participate in Containers for Change. Focus on ease and simplicity.</p>	<ul style="list-style-type: none"> Journey map existing digital consumer experience of C4C. Review app, website, Online Store, Member / customer portal including sign up experience to enable design features with high consumer impact. eDM strategy to incorporate improved customer and behavioural segmentation and to include a ‘call to action’ to increase engagement and conversion. Consumer App audit of functionality including Collect bookings. Online Store product range and pricing review. 	<ul style="list-style-type: none"> Design approach to sectors by February 2026. Technical development program September through May 2026. Deploy 1 July 2026. 	<ul style="list-style-type: none"> CES contract variation to enable C4C website and Member Portal relocation to WARRRL. Program of work that will comprise discrete projects, all of which need to respond to optimising the end consumer experience. Timing phased and appropriate sequenced workplan. Some initiatives can progress independently.

Strategy 3 – Accelerate transition to circular container economy

Develop public policy proposals to support CDS objectives

	ACTIVITIES	TIMING	DEPENDENCIES
<p>Identify and support the implementation of public policy initiatives that support CDS objectives.</p>	<ul style="list-style-type: none"> Public policy initiatives that secure commitment and pathways for enhanced participation by state government agencies. Further investment in promoting adopting of WasteSorted messaging system by LG. Continue exploring available levers to work with local governments on practices such as LG deployment of CEPs on public facing general waste bins; container separation as a permit condition for events held in public places and the consideration of mandating container separation where they are presented in large volume. Re-establishment of collaborative working group comprising Minister’s office, WARRRL and DWER to co-develop proposals and implementation approaches. Development of practical implementation support initiatives from WARRRL across stakeholders. Development and implementation of a stakeholder engagement plan in partnership with relevant agencies to ensure alignment and reflect shared commitment. 	<ul style="list-style-type: none"> Align DWER and Government by December 2025. Implement progressively through 2026. 	<ul style="list-style-type: none"> DWER active support for agreed proposed policy enhancements. Government support for public policy enhancements.

Strategy 3 – Accelerate transition to circular container economy

Develop public policy proposals to support CDS objectives

[Home](#) > [WA Government](#) > [CUAs](#) > [Waste Disposal and Recycling Services CUAWAS2016](#)

Waste Disposal and Recycling Services CUAWAS2016

Common use arrangement (CUA) information for agency staff procuring waste disposal and recycling services with the aim of maximising recycling and minimising waste going to landfill.

Last updated: 13 March 2025

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- [Category B: medical or clinical waste](#)
- [Category C: sanitary waste](#)
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[Department of Finance](#)

CUA contract term

15 May 2016 - 30 September 2025

Contact

Strategy 3 – Accelerate transition to circular container economy

Planning law enhancements to support CDS objectives

	ACTIVITIES	TIMING	DEPENDENCIES
<p>Identify and propose enhancements to planning regulations to promote the adoption of CDS collection infrastructure.</p>	<ul style="list-style-type: none"> • Target LGAs with higher proportion of MUD developments and engage key decision makers. • Identify sustainability and waste management consultants to encourage their promotion of CDS integration for new developments. • Identify and promote the incorporation of CDS in all local government planning schemes through amending the Deemed Provisions to facilitate that objective. • Adoption of the Position Statement on CDS Infrastructure, September 2000, by all LGAs. • Promote amendments to LG local laws applying to public places, buildings and facilities that prevents eligible containers from entering general waste within those locations. • eDM architects encouraging inclusion of CEPs on development plans. • Engage and encourage entities like Talis who prepare waste management plans (that accompany DAs) to include CEPs and other container separation installations where appropriate. 	<ul style="list-style-type: none"> • Ongoing dialogue with WALGA and member Councils (CEOs, Mayors). 	<ul style="list-style-type: none"> • State Government support for the proposed amendment to the cited Regulation.

Harmonisation of FRS process requirements

	ACTIVITIES	TIMING	DEPENDENCIES
<p>Identify and implement process improvements to reduce the complexity of compliance with CDS for FRS</p>	<ul style="list-style-type: none"> • Committees have been created with representations from other state schemes across the following 4 workstreams: <ul style="list-style-type: none"> ○ Commercial. ○ Legal. ○ Portal. ○ Audit. • Scheme CEO forum overseeing development of project and recommendations. 	<ul style="list-style-type: none"> • Ongoing FY25-FY26 	<ul style="list-style-type: none"> • Implementation action dependent on Board approval of proposals arising from the Coordinator sponsored workstreams. • Where necessary, agreement with the State with respect to regulatory requirements.

Strategy 3 – Accelerate transition to circular container economy

Environment and sustainability strategy

	ACTIVITIES	TIMING	DEPENDENCIES
<p>Create a roadmap for CDS environmental sustainability</p>	<ul style="list-style-type: none"> • Complete a sustainability materiality assessment. • Establish a Statement of Intent with respect to WARRRL environmental and sustainability goals. • Drive a circular container recycling outcome for aluminium. <ul style="list-style-type: none"> • Complete implementation of Scheme scope expansion, including: <ul style="list-style-type: none"> ○ Cross functional project team to oversee and coordinate implementation. ○ Secure offtake for incremental materials, prioritising a container-to-container recycling. ○ Comprehensive stakeholder management plan including new FRS, other contract partners and the community of Western Australia. ○ Project reporting to Board and DWER. 	<ul style="list-style-type: none"> • Materiality assessment by December 2025 • Statement of Intent by March 2026. • Compaction plan by December 2025 and phased roll out based on highest order priorities from January 2026. • Trial timing dependent on Government approvals and Remondis finalising their agreement with Woodside. • Complete mobilisation of all requirements to enable effective and efficient commenced of CDS scope expansion on 1 July 2026. 	<ul style="list-style-type: none"> • Government approvals where appropriate. • Supply chain solutions that are fit for purpose and which meet assurance and integrity requirements as they relate to on site compaction. <ul style="list-style-type: none"> • Glass processing capability on acceptable commercial terms. • Regulatory framework updated to facilitate scope expansion (DWER). • Allocation of necessary WARRRL people resources to enable cross functional project team.

Values development

	ACTIVITIES	TIMING	DEPENDENCIES
Review and embed WARRRL values to drive a positive culture.	<ul style="list-style-type: none">Conduct focus groups through the Charter Group to redefine current values.	<ul style="list-style-type: none">Q2, FY26.	<ul style="list-style-type: none">P&C Committee review and Board approval.

Strategy 4 – Scheme Coordinator operational excellence

Learning and development program

	ACTIVITIES	TIMING	DEPENDENCIES
<p>Create and embed a learning and development program to support staff retention and engagement and grow organisational capability.</p>	<ul style="list-style-type: none"> • Conduct a learning needs assessment with C- Suite and "Heads of" function. • Review position requirements and identify tailored and specific compliance/mandatory training. • Move from team budget to a centralised training budget model for maximum impact. • Conduct a robust review on current training resources, eg LinkedIn Learning for maximum impact and benefit. 	<ul style="list-style-type: none"> • This will be rolled out throughout FY26, as a phased process. 	<ul style="list-style-type: none"> • C-Suite and function Heads availability. • Process redesign relating to centralising the budget. • Usage data and learner feedback.

Innovate RAP development and Aboriginal engagement strategy

	ACTIVITIES	TIMING	DEPENDENCIES
<p>Create an Innovate RAP to support reconciliation with First Nations peoples in WA.</p>	<ul style="list-style-type: none"> • Planning. • RAP framework and capability assessment. • Stakeholder and community engagement planning and implementation. • Alignment with Aboriginal Engagement Strategy. • Drafting RAP. • Internal review and finalisation. • Submission to Reconciliation Australia. • Launch and promote. 	<ul style="list-style-type: none"> • Ongoing through FY26. 	<ul style="list-style-type: none"> • Leadership commitment to continue the reconciliation journey.

Innovate RAP development and Aboriginal engagement strategy

Phase	Duration	Key Activities	Internal Engagement	External Engagement
1. Planning & Reconfirmation	Months 1–2 (May-June 2025)	<ul style="list-style-type: none"> Collate and submit Reflect RAP deliverable completion evidence to Reconciliation Australia Register with Reconciliation Australia to begin next RAP (Innovate) Reconfirm leadership and Board support Review lessons from Reflect RAP Appoint RAP sponsor and RAP champion Create draft deliverables using internal 2024 RAP survey and function focus group session data Establish bimonthly development updates for the WARRRL Board of Directors Reach out to Reconciliation Australia and Reconciliation WA on Innovate expectations 	<ul style="list-style-type: none"> Executive leadership RAP Working Group WARRRL Board of Directors 	<ul style="list-style-type: none"> Reconciliation Australia Reconciliation WA
2. RAP Framework & Capability Assessment	Months 2–3 (July-Aug 2025)	<ul style="list-style-type: none"> Review Innovate RAP template Conduct internal audits (policies, training, supplier data) Undertake Visioning Workshop with all key internal stakeholders 	<ul style="list-style-type: none"> Function lead Executive Leadership RAP Working Group RAP Sponsor & Champion 	<ul style="list-style-type: none"> Prepare for external engagement in upcoming phases First Nations Consultant
3. Stakeholder & Community Engagement Planning	Months 3–4 (Sep-Oct 2026)	<ul style="list-style-type: none"> Identify key external stakeholders Develop culturally appropriate engagement protocols Inform WARRRL Board of Directors of planned community engagement approach Reach out to First Nations stakeholders for input on Innovate RAP Undertake focus group sessions with Function Leads and Executive Leadership 	<ul style="list-style-type: none"> RAP Working Group WARRRL Board of Directors RAP Sponsor & Champion Executive Leadership Function Leads 	<ul style="list-style-type: none"> Traditional Owners, local Elders, First Nations Suppliers Aboriginal-led RPOs
4. Deep Community & Stakeholder Engagement	Months 4–6 (Nov-Dec 2025)	<ul style="list-style-type: none"> Consult with Indigenous stakeholders on priorities and opportunities Co-design RAP initiatives with community input (Where possible) Share early insights and themes with WARRRL Board of Directors 1:1 meetings First Nation stakeholders Update Executive Leadership on input received 	<ul style="list-style-type: none"> Executive Leadership WARRRL Board of Directors RAP Working Group RAP Sponsor & Champion 	<ul style="list-style-type: none"> Traditional Owners, local Elders, First Nations Suppliers Aboriginal-led RPOs
5. Drafting the RAP	Months 6–8 (Jan-Feb 2026)	<ul style="list-style-type: none"> Draft actions under four pillars (Relationships, Respect, Opportunities, Governance) Define deliverables and timelines Align actions with broader strategic plan (Where possible) Present draft RAP to WARRRL Board of Directors for early feedback and support Validate proposed actions with community stakeholders Review of draft RAP by First Nations consultant Present draft RAP to Reconciliation Australia for early feedback 	<ul style="list-style-type: none"> Function Leads RAP Working Group Executive Leadership WARRRL Board of Directors RAP Sponsor & Champion 	<ul style="list-style-type: none"> First Nations Consultant Reconciliation Australia Reconciliation WA
6. Internal Review & Finalization	Months 8–9 (March-April 2026)	<ul style="list-style-type: none"> Collate and implement feedback from WARRRL Board of Directors and Reconciliation Australia Submit final draft for approval from Executive Leaders Submit final RAP to WARRRL Board of Directors for endorsement 	<ul style="list-style-type: none"> Executive Leadership WARRRL Board of Directors RAP Working Group RAP Sponsor & Champion 	<ul style="list-style-type: none"> n/a
7. Reconciliation Australia Submission & Launch Planning	Months 9–10 (May-June 2026)	<ul style="list-style-type: none"> Submit final RAP version to Reconciliation Australia for endorsement Keep WARRRL Board of Directors informed of submission progress Plan internal and public launch 	<ul style="list-style-type: none"> WARRRL Board of Directors RAP Working Group RAP Sponsor & Champion 	<ul style="list-style-type: none"> Reconciliation Australia First Nations stakeholders
9. Launch & Promotion	Month 12 (July 2026)	<ul style="list-style-type: none"> Launch event (internal and public) Share RAP on website and socials Public statement of commitment Embed actions into functions through implementation plans 	<ul style="list-style-type: none"> All staff Executive Leadership WARRRL Board of Directors RAP Working Group RAP Sponsor & Champion 	<ul style="list-style-type: none"> Reconciliation WA Traditional Owners, local Elders, First Nations Suppliers Aboriginal-led RPOs First Nations Consultant

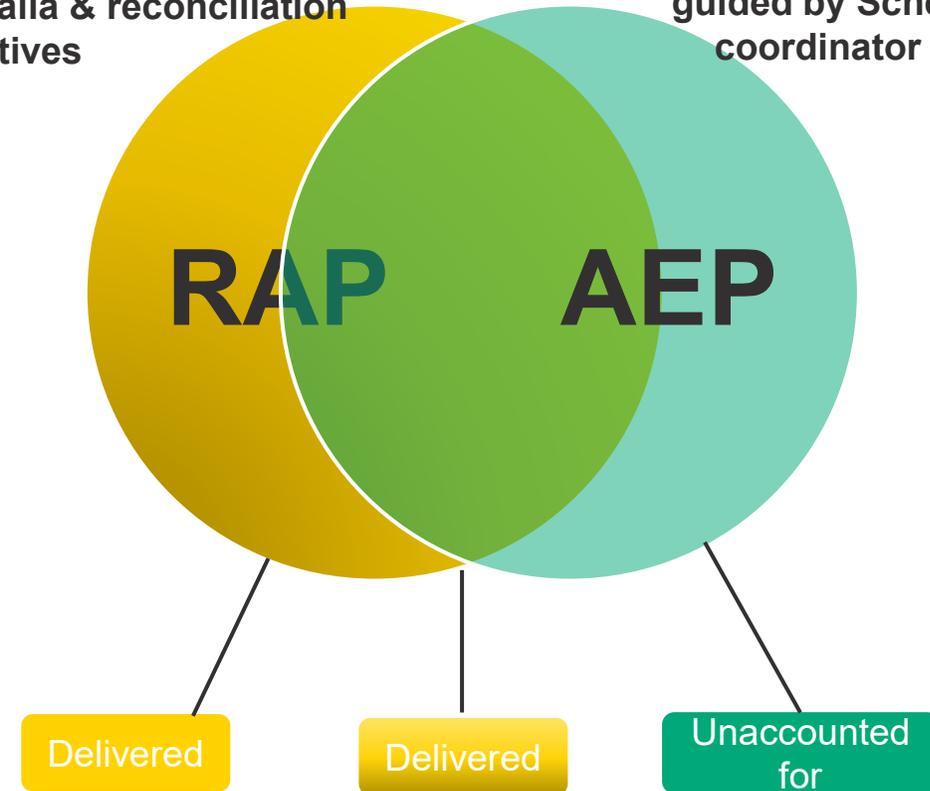
Innovate RAP development and Aboriginal engagement strategy

Review findings that informed the AES review project

- AEP awareness & participation was low.
- Significant confusion & overlap w/ RAP.
- RAP = Organisational actions that advance reconciliation.
- AEP = WARRRL as Coordinator & Scheme delivery focused.
- Improved integration of AEP & RAP is necessary.
- Long-term vision should be identified.
- Need to establish effective reporting and governance.

Deliverable from the AEP.
Guided by Reconciliation
Australia & reconciliation
objectives

Scheme focused and
guided by Scheme
coordinator role



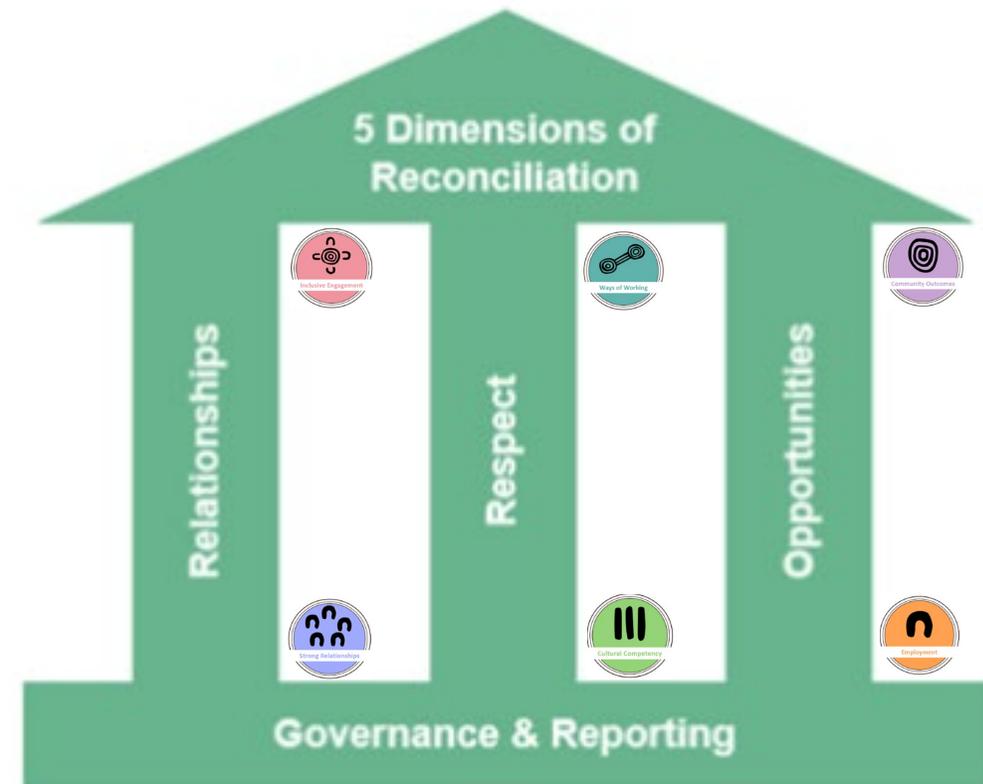
Innovate RAP development and Aboriginal engagement strategy

RAP assists in delivering the Aboriginal Engagement Strategy

AES Pillars



RAP Pillars & Framework



AES deliverables not covered by RAP are achieved through other functional and strategic initiatives.

Deliver cybersecurity framework

	ACTIVITIES	TIMING	DEPENDENCIES
<p>Complete Cybersecurity framework to protect WARRRL’s operational integrity and compliance obligations.</p>	<ul style="list-style-type: none"> Continue delivery of 3-year Cybersecurity roadmap. Implementation of security monitoring software aligned to ISO 27001 standards. 	<ul style="list-style-type: none"> Work on the current Cybersecurity roadmap will continue across the next 3 years on a risk-based approach. The Cybersecurity roadmap will be reviewed annually to ensure it remains current and addresses emerging risks. 	<ul style="list-style-type: none"> N/a.

FY26

Key goals and success measures

Goals and success measures

- Container recovery rate.
- Monthly tracking versus 51m incremental volume budget.
- Out of home lag and lead indicator tracking.
- Brand platform, Scheme and consumer engagement measures.
- **CCGS activation and participation level –growth stronger than Scheme average.**
- Number of RPOs in growth versus prior year.
- Volume growth by region versus prior year.
- Number of refund points.
- Volume growth from targeted ‘ways of returning’.
- Welfare health and safety.
- Employee and stakeholder NPS.
- **Social impact framework measures.**

FY26 Budget

Scheme budget – BAU and discretionary

General Ledger Accounts	Budget FY2026	Actual + Forecast FY25	Variance		Cents/Container	
			\$	%	Budget FY2026	Actual + Forecast FY25
Revenue Accounts						
Container Revenue (BM)	211,842	192,895	18,948	9.82%	0.13563	0.1247
Recycling Scrap Materials - Proceeds	15,675	18,281	(2,606)	(14.26%)	0.017	0.020
Total	227,518	211,176	16,342	7.74%		
Total	227,518	211,176	16,342	7.74%		
Expense Accounts						
Refund Amounts	(86,092)	(81,513)	(4,580)	5.62%	(0.091)	(0.091)
Total	(86,092)	(81,513)	(4,580)	5.62%		
Handling Fees	(71,674)	(65,884)	(5,790)	8.79%	(0.076)	(0.074)
Handling Fees - Charity Gross up	(143)	(145)	3	(1.88%)		
RPO Subsidy	(360)	(305)	(55)	18.06%		
Additional Service fees	(1,019)	(906)	(112)	12.40%		
Drop & Go	(956)	(467)	(489)	104.74%	(0.048)	(0.047)
Collect	(300)	(1,378)	1,078	(78.22%)	(0.010)	(0.020)
Total	(160,544)	(150,508)	(10,036)	6.67%		
Logistics Provider Accounts						
Logistics Fees	(14,424)	(13,351)	(1,073)	8.04%		
Bulk Sorting Facility (Logistics)	(1,080)	(614)	(466)	75.77%		
Total	(15,504)	(13,965)	(1,538)	11.02%	(0.0164)	(0.0156)
Processor Accounts						
Processing Fee	(13,506)	(12,588)	(918)	7.30%	(0.0143)	(0.0140)
Recycled Scrap Materials - Processors	(15,675)	(18,564)	2,889	(15.56%)		
Recycling Scrap Offset - Processors	12,540	14,776	(2,236)	(15.13%)		
Bulk Sorting Facility (Processor fees)	(894)	(301)	(593)	197.08%		
Total	(17,535)	(16,677)	(858)	5.15%		
MRF Accounts						
Recovery Amounts - MRF	(10,449)	(11,322)	873	(7.71%)	(0.091)	(0.091)
Total	(10,449)	(11,322)	873	(7.71%)		
Exporter Accounts Subtotal						
Container Exports	(106)	(116)	10	(8.44%)	(0.136)	(0.125)
Total	(106)	(116)	10	(8.44%)		
Scheme Accounts						
WARRRL Operating Costs	(28,809)	(26,885)	(1,924)	7.16%	(0.027)	(0.030)
Service Fees (CES)	(7,610)	(7,480)	(130)	1.74%	(0.007)	(0.008)
Total	(36,419)	(34,365)	(2,054)	5.98%		
Other Direct Expenses Accounts						
Other Direct Expenses	(30)	(42)	12	(27.77%)		
Total	(30)	(42)	12	(27.77%)		
Total	(240,586)	(226,994)	(13,592)	5.99%		
IT expenses						
IT - Software	(372)	(480)	108	(22.52%)		
IT - Support and Maintenance	(447)	(732)	285	(38.97%)		
Total - IT	(819)	(1,212)				
Total expenses						
Total expenses	(241,877)	(254,295)	12,418	(4.88%)	Indicative cents per container cost of	
Non-Operating Income - Interest earned	300	1,197	(897)	(74.94%)	Budget FY2026	Actual + Forecast FY25
Net Surplus/(Deficit)	(14,059)	(15,036)	977	(6.50%)	(0.197)	(0.194)

Scheme assumptions:

- 1% growth in FRS sales volumes
- 5.7% growth in RP recoveries to 947m
- 7.8% decline in MRF recoveries to 115m
- 3.0% CPI increase for RP handling fees (to be confirmed late July 25)
- 3% CPI increase for logistics (fuel levies weighting of 10-20%) and processors
- Continued investment across a broad range of areas in pursuit of increased access and convenience including kiosks, Drop n Go, Collect and small format RVMs in shopping centre trial
- WARRRL entity costs increased by \$1.9m
- Overall budgeted deficit \$14m

Budget - discretionary spend

Cost category	FY26 Budget	Strategy 1 An optimised and resilient CDS network			Strategy 2 Growth in participation to drive container recovery						Strategy 3 Accelerate transition to circular economy	Strategy 4 Scheme coordinator operational excellence
		Expand access and convenience	RPO growth plans including Collect	Social impact management framework	'Unleash potential' brand platform	'Unleash potential' Media strategy	Strategic commercial engagement and partnerships	Post general waste disposal interventions	Elevating customer experience across digital platforms	'Grass roots' community partnerships	Local government planning levers	Innovate RAP development and Aboriginal engagement strategy
Growth & Community Development marketing related spend including online store expenses	3,588	2,423	198				327	185	456			
Traditional marketing spend including advertising	5,633				1,415	4,218						
RAP	150										150	
Total strategic/ discretionary spend	9,371	2,423	198	0	1,415	4,218	0	327	185	456	0	150

A total of \$9.371m has been included in the WARRRL entity budget for discretionary spend across the 4 strategic pillars. Where the budget is 0 the effort to complete the tasks associated with that initiative is predominately manpower and covered in the 66.5 FTE as part of the organisational restructure.

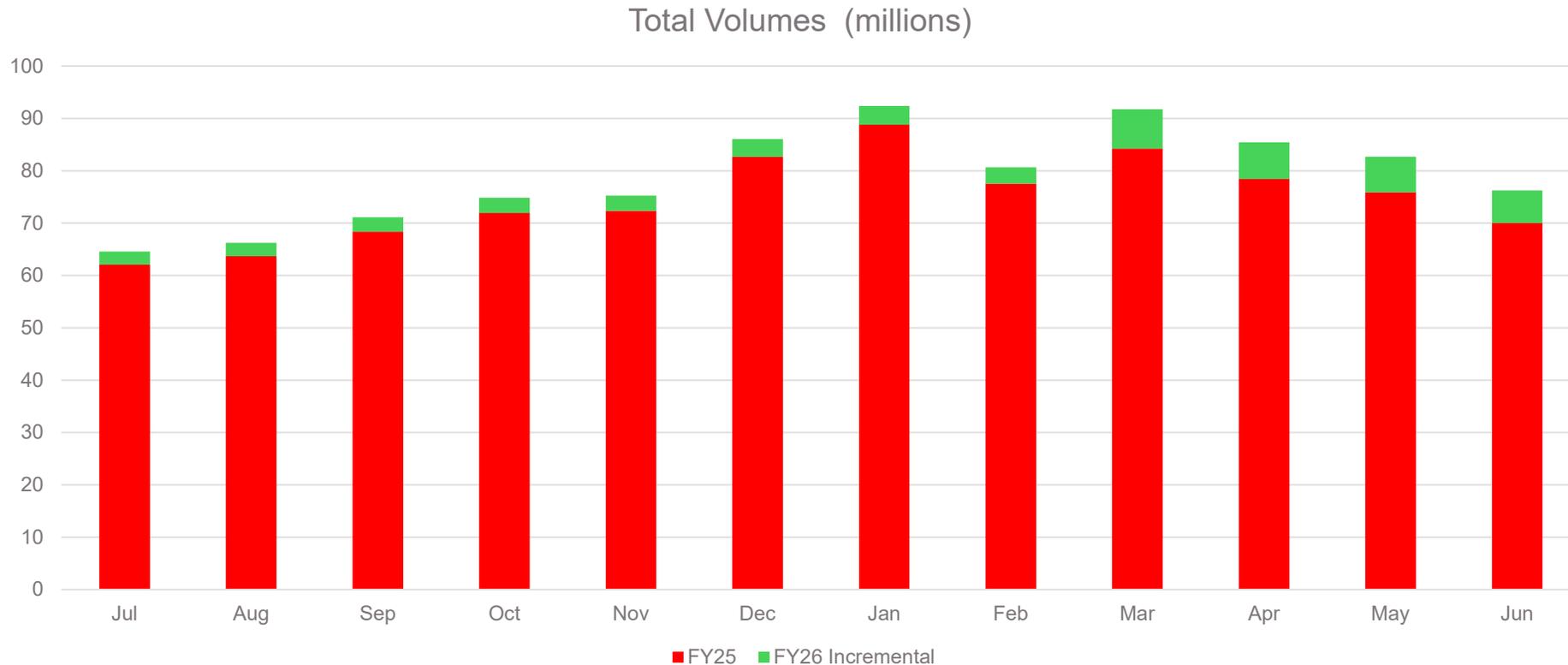
Increase in targeted spending in the Growth, Community Development and LGA areas for FY26 aimed at:

- LGA and product development:
 - Diversion infrastructure for state parks such as in camping grounds.
 - Lidded baskets for major highways.
 - Exploring or supporting recovery initiatives across Perth Transport, Instant Waste and waste to energy.
 - Supporting LPB recycling trial in local market.
- Growth & Development - collateral support for growth channels as per strategic plan:
 - Mining expansion in line with dedicated Mining role.
 - Hospitality channel expansion in line with dedicated HORECA role.
 - Retail channel expansion.
- Community Development & Social Impact:
 - Kimberley growth plan.
 - Social impact framework.
 - Disability access.
 - Expansion of fundraising promotion and collection infrastructure supply targeting sporting associations and sponsorships such as Purple Hands.

Additional capital budget of \$1m has been allocated in the scheme budget to invest in 25 small format RVMs subject to the success of the current trial.

Volume growth

Anticipated volumes across FY26 versus volumes across FY25 shows incremental growth.



Ways to return cost modeling

FY25 Forecast

Way of return - Base before growth	FY25 Units m's	Operational Subsidy**	Collect Incentive	RPO Handling Fee	BSF	Transport to Processor	Total CPU to processor	Incremental cost cents per container	Total cost (\$000)	Incremental cost v depot	Comment
Base volume customer to depot	827.5			7.6		1.0	8.6		64,638		Average of glass and non-glass metro
Self Self Koisks (TOMRA) also incurs a fixed charged budgeted at \$348k for FY26	30.8			6.8	3.0	3.5	13.3	4.7	4,096	55%	Location supporting ease and convenience. Solution does not provide for separation lightweight material by fraction. Option to retro fit compaction to reduce cost
Collect	18.2		2.0	7.6		1.0	10.6	2	2,580	23%	Provides ease and convenience for time poor consumers
Drop and Go	19.5	0.5		7.6		1.0	9.1	0.5	2,321	6%	Provides ease and convenience for time poor consumers
Total	896.0										

FY26 Budget

Way of return - 51m incremental containers	Incremental units millions	Operations subsidy **	Collect Incentive	RPO Handling Fee	BSF	Transport to Processor	Total CPU to processor	Incremental cost cents per container	Incremental cost \$'000's	Incremental cost v depot	Comment
Customer to depot	33.5			7.6		1.0	8.6		2,881		Average of glass and non-glass metro
Self Self Koisks (TOMRA) also incurs a fixed charged budgeted at \$348k for FY26	5.5			6.8	3.0	3.5	13.3	4.7	259	55%	
Collect	5.5		1.0	7.6		1.0	9.6	1.0	55	12%	
Drop and Go	6.5	0.5		7.6		1.0	9.1	0.5	31	6%	
Total	51.0								3,226		

**Excludes outer regional transport subsidies \$870k (eg Panawonica) plus Derby \$250k

89% Incremental cost of base as a proportion of total costs

Ways to return cost modeling

Trial / proof of concept	Incremental units millions	Operations subsidy	Collect Incentive	RPO Handling Fee	BSF	Transport to Processor	Total CPU to processor	Incremental cost cents per container	Incremental cost \$'000's	Incremental cost v depot	Comment
Small format SASS Kiosks (25)	1	22.5		7.6		1.0	31.1	22.5	225	262%	Trial in progress. Target is high priority locations in retail precincts where no other refund point type is viable
<p>Operations subsidy for shopping centre based SS kiosks based on: 1. estimated payment to RPO of 4c per unit to undertake collection and 18.5 cents on 4m containers pa based on estimated 'hosting' costs of 29,000 per annum per location covering: leasing, cleaning, power, transferring containers from machine to storage area from which RPO will collect</p>											
<p>Potential end state model</p>											
Small format SASS Kiosks (25)	12.5	8.9		4.0		1.0	13.9	5.3	665	62%	Trial in progress. Target is high priority locations in retail precincts where no other refund point type is viable
<p>Leasing costs, including cleaning plus operations subsidy estimate. Currently based on \$740k est for 4m containers. 5.9c for lease plus 3c estimate for collection from site. Note that all associated costs including handling fee are to be negotiated and part of EOI and operational subsidy amortised over minimum viable quantity for investment (500k units)</p>											

Media investment

The overall campaign advertising investment for FY26 is \$4.2m. This budget will be used to cover all advertising across all Containers for Change campaigns.

When building the FY26 advertising budget, three main factors were taken into consideration:

Future media landscape:

- We needed to assess how our audiences would be accessing and using media platforms.
For example, some areas that would have specific financial impact:
 - The ongoing diversification and fragmentation of digital media, specifically social media. With this diversification and fragmentation comes the budgeting requirement to ensure we are activating in the spaces that matter; we need to be present in more areas.
 - Agentic AI is expected to have a profound impact on search advertising, as consumers are likely to rely more on AI agents and less on traditional search engines or directly visiting websites. Brands that proactively adapt their strategies and optimise content for both people and AI agents will set themselves up for greater success across digital advertising.

WARRRL Business objectives and industry changes:

- This included elements such as:
 - The launch of the new brand platform, ensuring we launch with optimal Reach & Frequency (R&F).
 - The expected network expansion, which will require media support.
 - The potential media and communications impact of Waste to Energy.

The economy:

- Inflation is another key item we needed to address. To just maintain the same level of media presence Year-on-Year (YoY), we needed to factor in the increased costs to buy and run media activity due to inflation.

Media investment

Below is a breakdown of the FY25 approved and contingency figures along with YoY inflation provides the FY26 budget for maintaining. The suggested optimised budget adjusts investments across channels.

Cross Media Budgets		FY24-25 Approved			Total	FY24/25 Contingency / Unallocated					FY25-26 Same YOY		FY25-26 Optimised Budget	
		Brand	CALD	Mining		Brand	CALD	Mining	Total*		Forecast Inflation	Same YOY	Adjustment	Revised Budget
Video	TV	\$ 874,110.00	\$ 27,294.00		\$ 901,404.00	\$ 84,053.50	\$ 7,000.00		\$ 91,053.50	\$ 992,457.50	5%	\$ 1,042,080.38	-5%	\$ 989,976.36
	VOD (S/B/YT)	\$ 481,000.00	\$ 49,512.00		\$ 530,512.00	\$ 84,053.50	\$ 7,000.00		\$ 91,053.50	\$ 621,565.50	5%	\$ 650,779.08	5%	\$ 683,318.03
	Cinema	\$ 185,500.00	\$ 22,500.00		\$ 208,000.00				\$ -	\$ 208,000.00	3%	\$ 214,240.00	4%	\$ 222,809.60
	Social	\$ 90,000.00			\$ 90,000.00				\$ -	\$ 90,000.00	2%	\$ 91,530.00	5%	\$ 96,106.50
Audio	Radio	\$ 400,655.00	\$ 69,454.00	\$ 19,885.00	\$ 489,994.00		\$ 7,000.00	\$ (19,885.00)	\$ (12,885.00)	\$ 477,109.00	1%	\$ 481,402.98	-5%	\$ 457,332.83
	Digital	\$ 97,110.00	\$ 5,723.00	\$ 8,750.00	\$ 111,583.00				\$ -	\$ 111,583.00	1%	\$ 112,587.25	10%	\$ 123,845.97
OOH	Static	\$ 90,587.00			\$ 90,587.00				\$ -	\$ 90,587.00	4%	\$ 94,391.65	0%	\$ 94,391.65
	Digital	\$ 639,532.00		\$ 9,450.00	\$ 648,982.00				\$ -	\$ 648,982.00	4%	\$ 676,239.24	0%	\$ 676,239.24
Print	Newspapers	\$ 66,594.00	\$ 9,500.00	\$ 44,122.72	\$ 120,216.72		\$ 7,000.00		\$ 7,000.00	\$ 127,216.72	1%	\$ 128,234.45	-20%	\$ 102,587.56
	Magazines	\$ -			\$ -				\$ -	\$ -	1%	\$ -	0%	\$ -
Content	Direct	\$ 88,700.00		\$ 14,750.00	\$ 103,450.00				\$ -	\$ 103,450.00	1%	\$ 104,277.60	0%	\$ 104,277.60
	VOD (YT)	\$ 18,000.00			\$ 18,000.00				\$ -	\$ 18,000.00	4%	\$ 18,792.00	2%	\$ 19,167.84
	Social	\$ 52,000.00			\$ 52,000.00				\$ -	\$ 52,000.00	2%	\$ 52,884.00	1%	\$ 53,412.84
Digital Display	Direct	\$ 122,107.00		\$ 22,222.00	\$ 144,329.00		\$ 7,000.00	\$ (22,222.00)	\$ (15,222.00)	\$ 129,107.00	1%	\$ 129,881.64	5%	\$ 136,375.72
	Programmatic	\$ 73,800.00	\$ 3,500.00	\$ 5,500.00	\$ 82,800.00				\$ -	\$ 82,800.00	1%	\$ 83,296.80	5%	\$ 87,461.64
	Social	\$ 91,000.00	\$ 3,150.00	\$ 28,018.00	\$ 122,168.00				\$ -	\$ 122,168.00	2%	\$ 124,244.86	5%	\$ 130,457.10
Partnerships	Events	\$ 32,000.00			\$ 32,000.00				\$ -	\$ 32,000.00		\$ 32,000.00	-100%	\$ -
Search	Text	\$ 154,000.00			\$ 154,000.00				\$ -	\$ 154,000.00	3%	\$ 158,620.00	14%	\$ 180,826.80
	Audio	\$ -			\$ -				\$ -	\$ -	3%	\$ -		\$ -
Contingency		\$ 43,000.00	\$ 35,000.00	\$ 83,000.00	\$ 161,000.00	\$ (43,000.00)	\$ (35,000.00)	\$ (83,000.00)	\$ (161,000.00)	\$ -		\$ -		\$ -
Agency Fees		\$ 116,072.00	\$ 17,017.00	\$ 17,578.00	\$ 150,667.00				\$ -	\$ 150,667.00		\$ 150,667.00		\$ 150,667.00
Spot Monitoring		\$ 87,025.00	\$ 13,765.00	\$ 228.00	\$ 101,018.00				\$ -	\$ 101,018.00		\$ 101,018.00		\$ 101,018.00
Adserving		\$ 26,042.74	\$ 836.22	\$ 4,070.38	\$ 30,949.34				\$ -	\$ 30,949.34		\$ 30,949.34		\$ 30,949.34
Production		\$ 266,698.00	\$ 9,200.00	\$ 1,800.00	\$ 277,698.00				\$ -	\$ 277,698.00		\$ 277,698.00		\$ 277,698.00
Commission Rebate		\$ (146,966.00)	\$ (10,739.18)	\$ (9,671.49)	\$ (167,376.67)				\$ -	\$ (167,376.67)		\$ (167,376.67)		\$ (167,376.67)
		\$ 3,948,566.74	\$ 255,712.04	\$ 249,702.62	\$ 4,453,981.39	\$ 125,107.00	\$ -	\$ (125,107.00)	\$ -	\$ 4,453,981.39	3.0%	\$ 4,588,437.60	0.3%	\$ 4,601,542.97

Marketing investment

Workings (shown on the previous slide) determined that \$4.65m would be the optimal campaign advertising budget to adequately support the launch of the new brand platform and maintain the strong R&F and brand salience across our audiences, the current 2025 – 26 budget (pending board approval) sits at \$4,218,253.

While the budget reduction will be dispersed appropriately across media activity, \$4.2m is not only lower on face-value than the \$4.45m budget for FY25 but it is additionally a YoY decrease due to inflation.

Advertising - TV	\$ 948,309.69
Advertising - TV BVOD	\$ 660,819.20
Advertising - Outdoor	\$ 728,964.23
Advertising - Radio	\$ 539,512.13
Advertising - Print	\$ 102,587.56
Advertising - Digital	\$ 336,448.29
Advertising - Other	\$ 259,665.34
Advertising - Search (SEM)	\$ 180,826.80
Advertising - Cinema	\$ 181,142.93
Advertising - Social	\$ 279,976.44
Advertising - Experiential	\$ -
Advertising	\$ 4,218,253

Please note: FY26 final forecasting figures will be completed upon the confirmation of the bought media strategy, which is pending Board approval of the budget and brand platform. However, the splits shown here are a confident estimation as we continue to focus on the media habits, attitudes, and usage of key audiences.

Media spend reporting

Due to the multi-faceted nature of campaigns (executed across bought, owned, and earned), reporting is conducted monthly using the following systems:

- Paid media activity is reported and analysed via our bought media dashboard.
- Containers for Change website activity is reported and analysed via Google Analytics.
- Containers for Change app downloads and activity are reported and analysed via the App Store Connect and Google Play Console.
- Organic social media activity is reported and analysed via Meta Business Suite, Snapchat Business Manager, TikTok Business Suite.
- Containers for Change marketing emails are sent via Mailchimp and analysed by its in-built reporting features.
- Earned media monitoring is provided through Stream. Monitoring covers print, digital, social, TV, radio, and magazine, as well as paywalled content from Australian sources.

All reporting is collated via a Strategic Communications reporting spreadsheet with the entire function meeting monthly for group analysis.

In addition to the above, half-yearly brand health research is completed by CoreData. Topline insights from the latest brand health research:

- Awareness and usage of Containers for Change:
 - Awareness remains steady at 88% in Perth Metro and 91% in Regional WA.
 - Usage remains consistent at 84% for Perth Metro and 90% for Regional WA.
 - Awareness of all refund point types has increased, notably Self-serve Kiosks and Drop & Go.
- Motivations to use Containers for Change:
 - Financial reward (66%) and environmental impact (45%).
- Trust in recycling has returned to previous levels after a slight decline.
- Future intentions to use Containers for Change:
 - 91% of respondents intend to use Containers for Change in the future.

APPENDIX 1

FY25 operations plan

FY25 operations plan status

FY25

Operations plan

Strategy 1 | An optimised and resilient CDS network

STRATEGIES	#	STRATEGIC INITIATIVES	OBJECTIVE	FY25 – KEY FOCUS AREAS
An optimised and resilient CDS network.	1	a. CDS Network model optimisation program.	Review refund point model (gaps, expansion, disability access, cost optimisation); complete supply chain and network contract reviews.	<ul style="list-style-type: none"> a. Independent review of access and convenience across existing CDS network. b. Develop model and roadmap for additional refund points to improve access and convenience whilst ensuring viability of existing refund network. c. Develop a standard for customer experience. d. Complete existing network contract extension project.
		b. Evolving Scheme compliance regime, safety support and fraud analytics	Co-develop a scalable, risk-based and right sized approach to Scheme compliance monitoring; enhancing and extending on fraud prevention / detection efforts and safety support across the Scheme network.	<ul style="list-style-type: none"> a. Uplift in resourcing to establish fit for purpose team. b. Build audit sampling methodology aligned with best practice. c. Engage network to map and target support arrangements addressing priority compliance and safety concerns across the network. d. Research and review fraud prevention and detection and develop roadmap.
		c. Scheme performance and social impact evaluation program.	Develop and conduct a Scheme performance evaluation framework including social impact assessment, to further support and promote equity, participation and benefits to the WA community.	<ul style="list-style-type: none"> a. Collaborate with DWER and engage independent expertise to support the development of an evaluation framework including social impact.

Strategy 2 | Grow participation to drive container recovery

Grow participation to drive container recovery.	2	a. Embed behaviour science principles.	Develop and utilise behaviour science principles to deliver increased participation in Containers for Change.	<ul style="list-style-type: none"> a. Develop and deliver a tailored Behaviour Change framework for WARRRL – including behaviour science principles and journey mapping research project. b. Develop, deliver and roll-out the behaviour change communications guide across WARRRL. c. Pilot project: in-home missed container capture.
		b. Deliver a brand growth strategy for in-home and out of home settings.	Increase Scheme awareness, drive expanded participation including incentivisation and harness loyalty for the Containers for Change brand.	<ul style="list-style-type: none"> a. Trial audience specific messaging with ‘Ways to Return’ leveraging behaviour science principles, audience segmentation, content and media strategy. b. Develop and launch brand evolution campaign based on behaviour science principles targeting in and out of home container recovery. c. Planning and development of a paid brand media strategy.
		c. Drive ‘out of home’ participation in Containers for Change.	Increase participation of commercial, retail, hospitality, events, mining, public venues/spaces/locations, through sector specific interventions.	<ul style="list-style-type: none"> a. Resources uplift to support targeted commercial and retail partners. b. Development of an implementation strategy for targeted intervention in the mining and retail sector, utilising best practice case studies. c. Review bulk sorting facility Scheme agreements to provide additional sortation and counting support across C&I partnerships.
		d. Compelling member experiences.	Enhance the member value proposition, providing seamless sign-up and interactions, creating greater value for individuals and the Scheme.	<ul style="list-style-type: none"> a. Refresh member experience value proposition. b. Transition member portal to WARRRL ownership and incorporate member portal into C4C website along with online store and Collect.

Strategy 3 | Accelerate the transition to circular container economy

Accelerate the transition to the circular container economy.	3	a. Accelerating growth in container recovery.	Accelerate increased container recovery through evidence-based policy development and collaboration with the research sector, related peak bodies and aligned government interventions. Support national efforts to harmonise First Responsible Supplier (FRS) CDS compliance requirements. Embed WARRRL as a trusted voice in the recycling ecosystem.	<ul style="list-style-type: none"> a. Develop government supported, time phased interventions that support increased container recovery. b. Local government adoption of position statement on Drop & Go and Self-Serve Kiosks.
		b. Scheme Expansion.	Prepare for CDS eligible container expansion, subject to enabling legislation.	<ul style="list-style-type: none"> a. Gap analysis of First Responsible Suppliers listed - supplying containers covered by expansion in Queensland, and not already contracted with WARRRL. b. Active participation in national harmonisation forums and processes. c. Determine and map approach to expand WA CDS - subject to enabling legislation.
		c. Promote positive environmental outcomes.	Define and implement a sustainability strategy for WARRRL and the Scheme, aligned with maximising positive environmental outcomes including circularity outcomes for container recycling.	<ul style="list-style-type: none"> a. Develop WARRRL environmental sustainability strategy and framework - focussing on WARRRL entity operations in FY25 before expanding more broadly across the Scheme.

Strategy 4 | Scheme coordinator operational excellence

STRATEGIES	#	STRATEGIC INITIATIVES	OBJECTIVE	FY25 – KEY FOCUS AREAS
Scheme coordinator operational excellence.	4	a. People and Culture program.	Leadership and people development, review and embed values, and organisational development review. Progress WARRRL's RAP from 'Reflect' to 'Innovate'.	<ul style="list-style-type: none"> a. Performance management system review. b. Culture and values project. c. Complete organisation design review. d. Learning and development program. e. Achieve Reflect RAP commitments and commence planning toward creating an Innovate RAP.
		b. Strengthen innovation, change and assurance model.	Strengthen internal governance framework across project and change management, innovation, cyber security, and internal compliance and assurance.	<ul style="list-style-type: none"> a. Establishment of all Assurance items for full 3-year horizon across the business (e.g. review of JMP - review of policy adherence elements, process integration). b. Delivery of the cyber security framework. c. Embed risk, innovation, project and change framework and methodology.

FY25

Operations plan review

Strategic initiatives – FY25 status assessment

FY25 project number	FY25 implementation plan initiatives	Portfolio	High level comment / status
1.a.a	Review of access and convenience across the network	Growth	Final report on original scope received from ACILAllen. Additional scope under review, but would be fully completed by 30 June 2025. The report has identified particular geographic areas in Perth Peel where container recovery is under indexed. This information will be utilised by the Growth and Development team to prioritise opportunities.
1.a.b	Kiosk expansion trial project	Growth	WARRRL is working with leading global suppliers of RVM equipment (TOMRA, RVM Systems, and Redeposit) to trial solutions across various high traffic locations within target (ACILAllen) geographies. Four machines will be installed by 30 June.
1.a.b	Kiosk expansion project	Growth	Assuming a successful trial, we anticipate a broader deployment from H2 F26. Considering Kiosk procurement, Host engagement and other elements we know already to be hugely time intensive, the internal management & resourcing of this project will be critical. Dependent on the agreed level of internal vs external outsourcing we will require significant focus to execute in a timely fashion. This will all be captured as part of final board recommendations.
1.a.c	RP Customer experience standard based BeSci	Operations	This project will be initiated in Q4 FY25 and include use of Behaviour Change Framework. Anticipated that improvement initiatives will improve the efficiency and effectiveness of the depot network by enhancing the customer use experience.
1.a.d	Scheme participant contract extension	Operations	All contract extension decisions made and implemented. Improvement plans that have been created from the review process will be utilised by the network delivery team to drive operational improvements across the network.

Strategic initiatives – FY25 status assessment

FY25 project number	FY25 implementation plan initiatives	Portfolio	High level comment / status
1.b.a	Assurance and Integrity resources	Operations	All recruitment to support the resourcing decisions included in the approved organisation design will be in place by 30 June 2025.
1.b.b	Audit sampling methodology	Operations	This initiative is dependent on new resources. Commencement of the work will commence in Q4 FY25 and work plan incorporated in the A&I functional plan for FY26.
1.b.c	Safety and compliance program across network	Operations	This initiative is dependent on new resources. Commencement of the work will commence in Q4 FY25 and work plan incorporated in the A&I functional plan for FY26.
1.b.d	Fraud prevention and detection roadmap	Operations	This initiative commenced in January 2025 and will be migrated to the A&I functional plan in FY26.
1.c.a	Social impact and evaluation framework	Growth	The social impact framework will be approved by the WARRRL Board in June 2025. Implementation of the framework including evaluation will be an initiative in the FY26 plan.
2.a.a	Behaviour Science framework	Growth	Framework and tools for WARRRL delivered and trained across business by 30 March 2025.
2.a.b	Behaviour Science Communication Guide	Growth	Communications guide for use by Strategic Communications team to be completed by 30 June 2025.
2.a.c	BeSci In Home Missed Capture	Growth	Research completed in 2024. Shared topline results with extended leadership and DWER. Should form part of strategy implementation planning for FY26.

Strategic initiatives – FY25 status assessment

FY25 project number	FY25 implementation plan initiatives	Portfolio	High level comment / status
2.b.b	Brand Growth - brand creative evolution	Growth	New brand platform, 'Unleashing Potential', developed through FY25 and will be launched to market by 30 September 2025.
2.b.c	Media strategy	Growth	Media strategy was developed for the full year and we have had consistent in market presence across B2B, B2C, C2B and CALD audiences (multicultural and Aboriginal).
2.c.a	Growth and development function development	Growth	All recruitment for the new growth and development team will be completed by 30 June 2025.
2.c.b	Mining and retail sector interventions	Growth	Model container recovery installations will be delivered to Pilbara mining camps / sites including Erramurra, Golden Grove, Pannawonica; Universities; CBD profile locations; Shopping Centres; Accommodation venues.
2.c.c	BSF scheme agreement review	Operations	This project was paused and will not be progressed.
2.d.a&b	Member experience value proposition and portal management and C4C website transition	Business	Only preliminary assessment work has been completed on this project. It has been delayed due to extended contract negotiations with CES that are a dependency. This will be a key initiative in FY26, with expanded scope.
3.a.a	Government administrative policy interventions	Growth	Proposals developed and presented to Minister and DWER. Working group formed. Discussions to be now progressed with Minister Swinbourn and his team.

Strategic initiatives – FY25 status assessment

FY25 project number	FY25 implementation plan initiatives	Portfolio	High level comment / status
3.a.b	LG planning support for D&G and self serve kiosk	CEO	Some initial discussions with Rowe Group on strategy to drive planning policy. Further opportunity exists to encourage local government to adopt the Position Statement on CDS Infrastructure.
3.b.a &c	Scheme expansion	Business	Government have announced wine and spirit bottles to be included but no commitment on timing. WARRRRL has completed impact assessment of the proposed scope increase.
3.b.b	National harmonisation participation	Business	Ongoing engagement with state coordinators and DWER representatives. Four workstreams have been initiated with the intention of simplifying and standardising the requirements relating to FRS participation in CDS.
3.c.a	Environmental sustainability strategy	Growth	Whilst no formal work has progressed in developing Policy, PET material was tendered with commitments from recyclers to ensure bottle to bottle recycling. Further development work in this space is a priority for FY26.
4.a.a	Performance management system review	CEO	Initial enhancements have been implemented with further review planned for FY26.
4.a.b	Culture and values project	CEO	Values project initiated. Further definition of program and integration with performance management system will be completed in FY26.
4.a.c	Organisation design review	CEO	A complete organisation design review was completed and recommendations implemented.

Strategic initiatives – FY25 status assessment

FY25 project number	FY25 implementation plan initiatives	Portfolio	High level comment / status
4.a.d	Learning and Development program	CEO	This initiative is deferred to FY26.
4.a.e	RAP implementation	Growth	All Reflect RAP deliverables will be completed by 30 June 2025.
4.b.a	Assurance Framework	Operations	Commenced Feb 2025 and will be completed in FY26.
4.b.b	Cyber security framework	Business	Cybersecurity Framework approved by the Board in FY25 and implementation is underway. This will continue as an initiative in FY26.
4.b.c (part)	Risk framework	Operations	WARRRL Board approved an enhanced Risk Management Framework and this is now being implemented across the organisation.
4.b.c (part)	CDS innovation	Business	Various innovation initiatives have progressed in the year including focus on voucher options at RVMs, AI integration within WARRRL, SPP enhancement for Network Delivery, Collect route scheduling.
4.b.c (part)	Project and Change framework	Business	Project and Change Management frameworks have been adopted into the WARRRL operating environment. The next step is to integrate the Behaviour Science Framework.
FY24 carry over	TOMRA kiosks installation	Growth	20 kiosks to be operational by 31 May 2025.
FY24 carry over	Drop and Go installations	Growth	All bag drops to be converted to Drop and Go completed.

