

APCO confirms board changes and three-year transition pathway at 2025 AGM

Thursday, 11 December 2025

The Australian Packaging Covenant Organisation (APCO) has confirmed key governance and strategic outcomes at its 2025 Annual General Meeting (AGM), including the retirement of Director Lee Smith, the appointment of Andrew Smith as his replacement, and the re-election of Jasmine Medwell as a Brand Owner Director. The AGM was held in Melbourne on Thursday 4 December 2025.

Members also passed two constitutional amendments to strengthen APCO's governance and reflect its evolving role in Australia's packaging system. The updated Constitution is available on [APCO's website](#).

APCO Chair Sandra (Sam) Andersen thanked Lee Smith for his contribution as an Industry Association Director representing the Australian Council of Recycling (ACOR).

"Lee has been a strong advocate for the recycling sector and a powerful voice for practical, system-wide solutions," Ms Andersen said. "On behalf of the Board and our members, I thank him for his leadership and commitment to improving Australia's packaging and recycling outcomes."

The AGM confirmed the election of Andrew Smith to the APCO Board as an Industry Association Director, succeeding Lee Smith. Andrew is Executive General Manager Sustainability at Pact Group and serves on the Board of the Australian Council of Recycling (ACOR).

"We are pleased to welcome Andrew to the Board," Ms Andersen said. "He brings deep experience across resource recovery and recycling, and will play an important role as APCO works with industry and governments on the next phase of packaging reform."

Members also re-elected Jasmine Medwell as a Brand Owner Director, representing Woolworths, continuing her role on the Board.

"Jasmine's re-election provides valuable continuity at a time of significant change," Ms. Andersen said. "Her experience working with major brands on sustainable packaging and circularity continues to be critical as we support businesses to meet evolving regulatory, customer and community expectations."

In his AGM address, APCO Chief Executive Officer Chris Foley, outlined how one of APCO's most comprehensive consultation programs has shaped the organisation's FY26 Business Plan and a three-year transition pathway for Australia's packaging system.

Through national roadshows, webinars, surveys, reference groups and one-to-one sessions, members identified three clear priorities:

1. Preparing for an industry-led extended producer responsibility (EPR) scheme.
2. Strengthening and simplifying packaging design, labelling and compliance.
3. Building the capabilities APCO needs to support Australia's shift to a more regulated, EPR-driven packaging system.

The FY26 Business Plan responds directly to these priorities through five focus areas:

- **Packaging Standards and Design.**
- **The Australasian Recycling Label (ARL) Program.**
- **Annual Reporting and Data.**
- **EPR and Soft Plastics.**
- **Government Relations.**

Mr. Foley outlined a three-year pathway:

- FY26 – Strengthening foundations: Better guidance, stronger data and preparation for soft-plastic stewardship and future EPR requirements.
- FY27 – Transition and activation: Implementation of priority interventions, clearer design and data expectations, and planning for an industry-led EPR model.
- FY28 – Scaling system impact: Measurable improvements in recovery, downstream capacity and public confidence, supported by stronger national alignment.

He also noted the recent passage of the Environment Protection Reform Act 2025, which provides a modernised platform for environmental regulation and frees the Australian Government to focus fully on packaging regulation reform in 2026.

"APCO is uniquely placed as Australia's regulated packaging stewardship scheme to help industry meet community and government expectations at the least cost, disruption and risk," Mr Foley said.

The consultation process has made it clear that members want leadership, clarity and confidence. With the FY26 Business Plan and our refreshed Board in place, APCO is ready to support the next phase of packaging reform and build a stronger packaging future for Australia."

Further information

- [Updated Constitution](#)
- [Our Board](#)
- [FY26-FY27 Business Plan](#)

Please direct all media enquiries to the APCO External Affairs and Engagement team at media@apco.org.au

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The Australian Packaging Covenant Organisation (APCO) is a not-for-profit organisation leading the development of a circular economy for packaging in Australia. With more than 2,400 member organisations spanning the packaging value chain, APCO works with industry and government to design sustainable packaging, improve recycling outcomes, and reduce packaging waste.

[APCO.ORG.AU](https://apco.org.au)