



InfraBuild

Building futures through sustainable steel

14 August 2024

AiGroup – PIR National Conference

Stuart Gordon
Head of Employee Relations
InfraBuild

Topics of Discussion

- **InfraBuild overview**
- **SENSE 600[®] – CN30 – our Decarbonisation pathway**
- **Workplace Relations Changes – Implementation – Observations**

Building futures through sustainable steel



InfraBuild - Who Are We



Construction



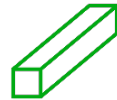
Infrastructure



Renewable Energy,
solar, wind



Agriculture



Australia's largest
manufacturer
of steel long products



2nd
Largest scrap recycler
in Australia



5,000+
Employees



2
Electric Arc Furnaces



around **150**
Australian sites

InfraBuild Recycling captures
98%
of recoverable
metals in the
Recycling stream

InfraBuild EAF
Meltshops produce
1/3
of the emissions
produced by
Basic oxygen
steelmaking process.

InfraBuild has been
supplying steel
for over
100
years



17,400
Wholesale and
Retail customers



52
Steel and Tube Retail &
Processing sites across Australia

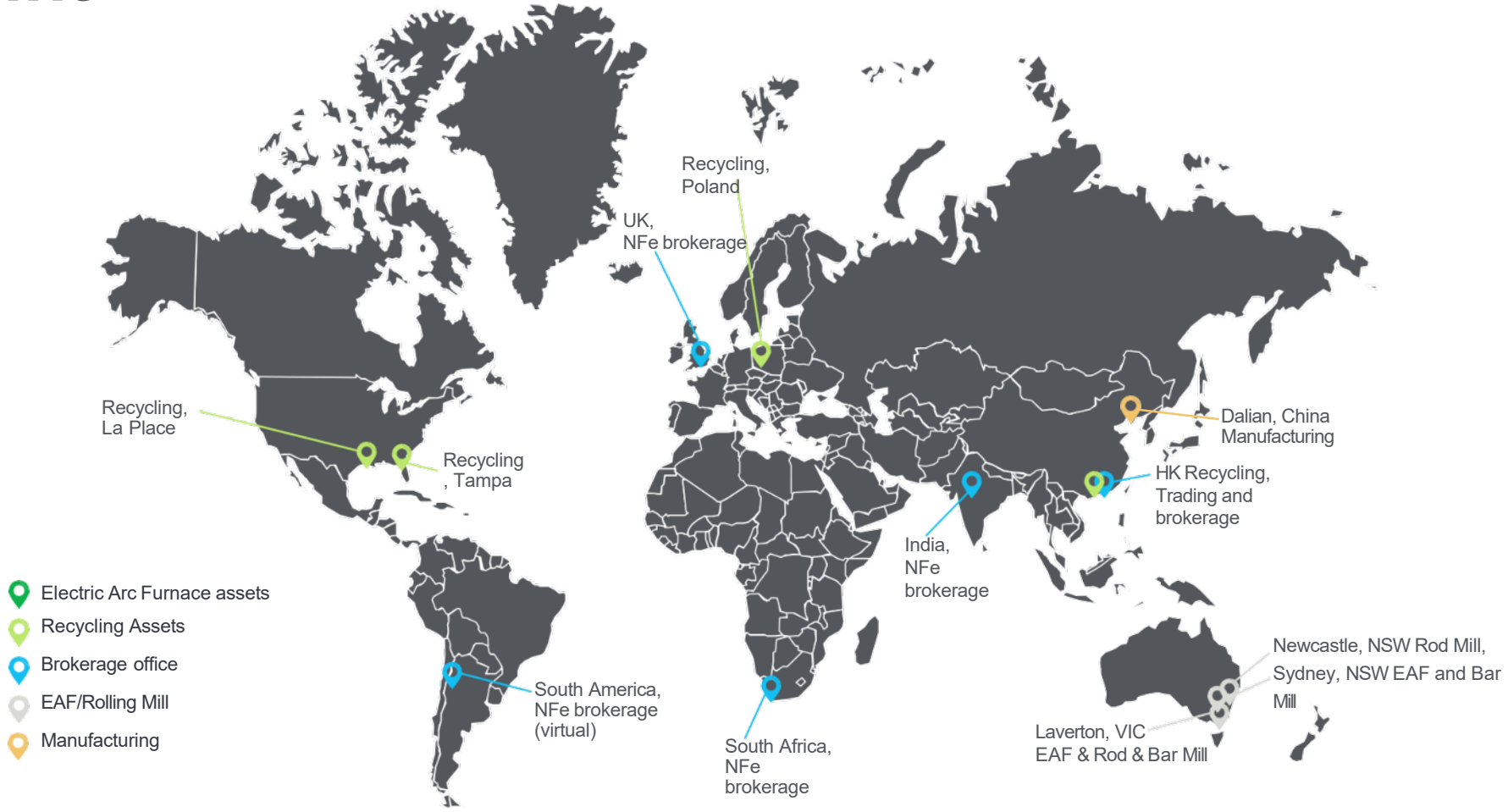


54
Steel in Concrete Retail &
Processing sites across Australia

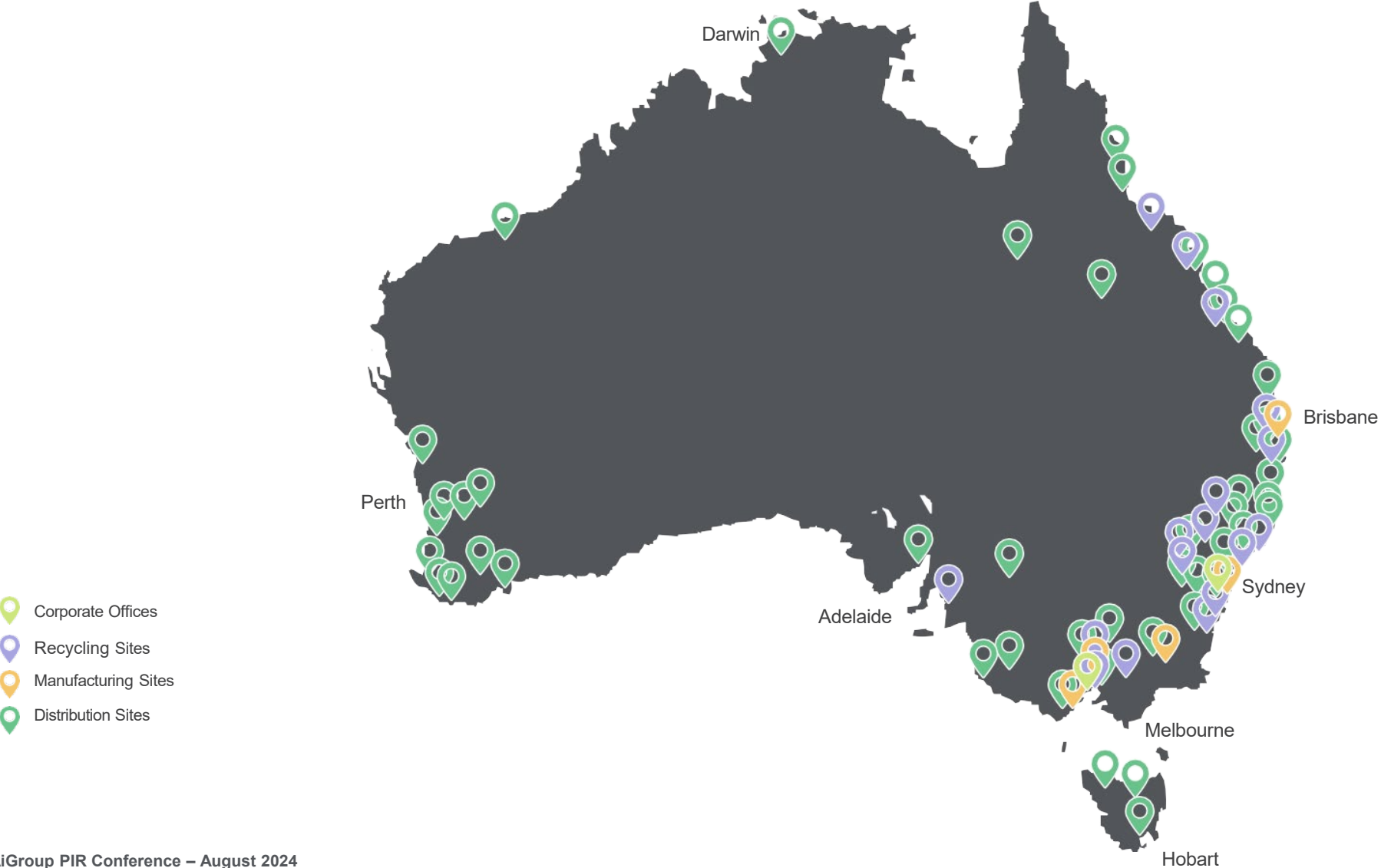


26
Scrap metal recycling sites

An Australian steel company with international footprint



We are located all across all of Australia



We are InfraBuild

We have been supplying quality Australian steel for more than 100 years.

We are Australia's largest processor and distributor of steel long products, including reinforcing bar, reinforcing mesh, tubular and hollow sections, merchant bar and wire products.

As Australia's largest vertically integrated, electric arc furnace-based long steel manufacturer we provide an unmatched competitive advantage to our customers and partners in the large-scale, nation-building infrastructure, building, construction, rural and mining sectors.

Our 100+ years of continuous operation has seen us forge a reputation for excellence and a proud history of survival during the tough times and thriving thereafter.



Our mission

We are a manufacturer of high quality Australian made steel and steel products






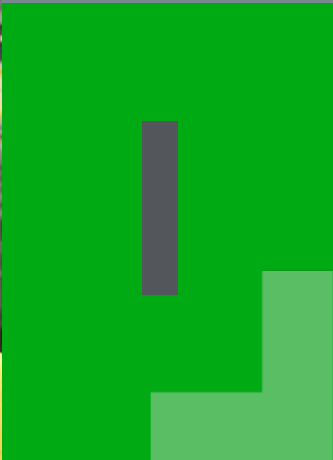


We are a vertically-integrated steel maker and remain committed to the long-term positive action of creating sustainable steel

BUILDING FUTURES THROUGH SUSTAINABLE STEEL

We are making futures possible for all our stakeholders

We manufacture a product critical for nation building & human progress

Our values

	<p>WE ARE ONE & STRONGER TOGETHER</p>			<p>RESPECT</p>	
		<p>IMPROVING & INNOVATING CONTINUOUSLY</p>			<p>BUILDING A SUSTAINABLE FUTURE</p>



Our operations

We are Australia's only fully vertically integrated steel manufacturer, spanning scrap metal recycling, steel manufacturing and downstream distribution.



Recycling

Our vertically integrated domestic supply chain consists of 26 scrap metal recycling sites across Australia, including four shredders.

Our recycling division contributes about 1.4 million tonnes of scrap metal annually into our steelmaking operations.

Internationally, we own and operate recycling centres in Poland, the US and Hong Kong. Additionally, we have global scrap metal traders working in India, South Africa, Netherlands, Spain and the UK.



Manufacturing

We have an integrated steelmaking and manufacturing network, comprising two steel long product producing electric arc furnaces (Rooty Hill, Sydney; and Laverton, Melbourne) and eight product manufacturing mills (bar, rod, rolling, tubular and wire) in Laverton, Geelong, Rooty Hill, Newcastle and Brisbane.

We also have a manufacturing facility in Dalian, China.



Distribution

We supply a range of steel products to distributors and processors nationally.

We have significant national footprint through our network of 113 retail and processing sites across the country and provide quality products and technical expertise with partners in the Australian construction, residential, mining, transport, manufacturing, infrastructure and agricultural industries. Our Steel in Concrete distribution stream includes InfraBuild Reinforcing, and the Australian Reinforcing Company.

Our brands

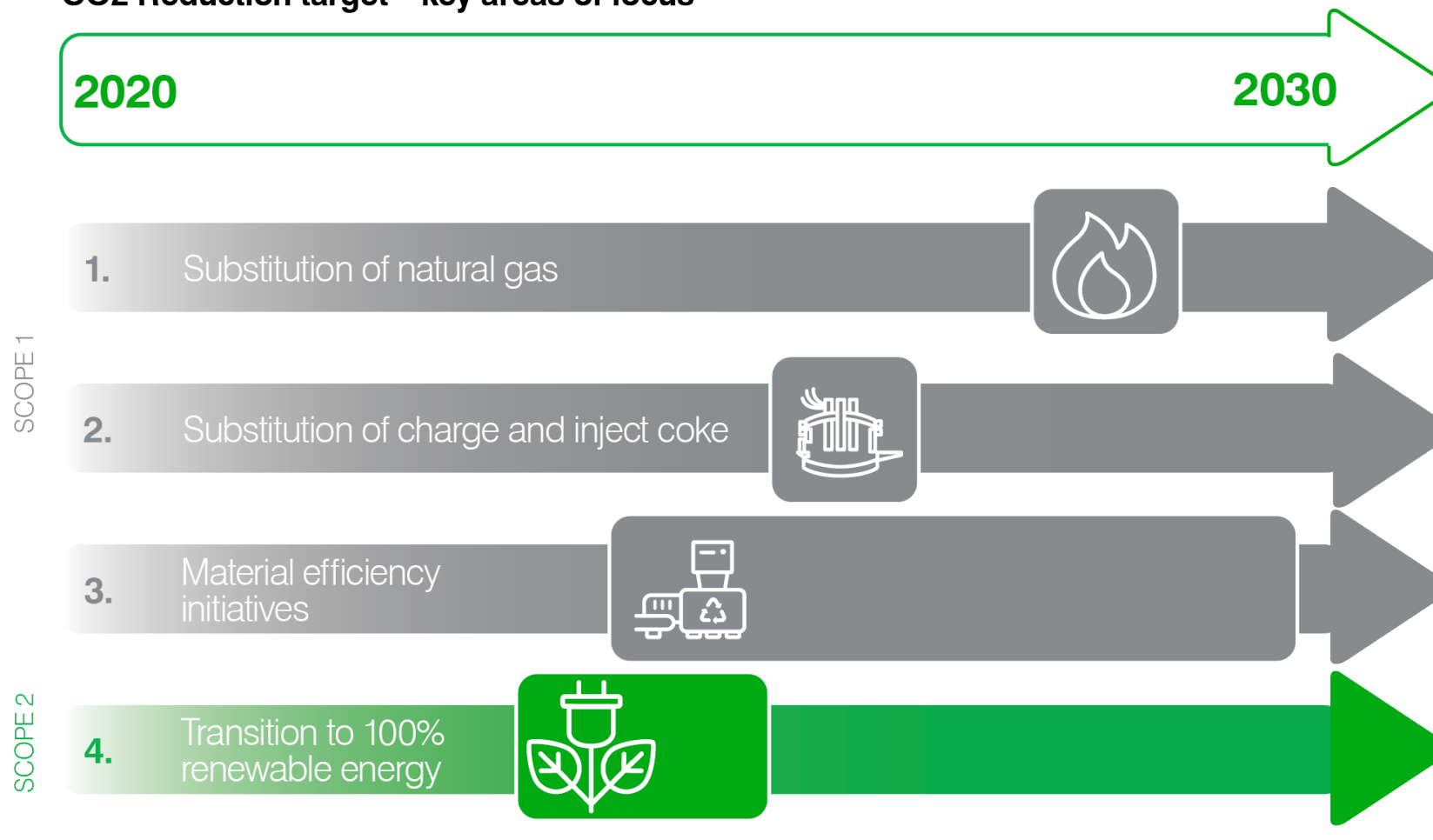
Service brands



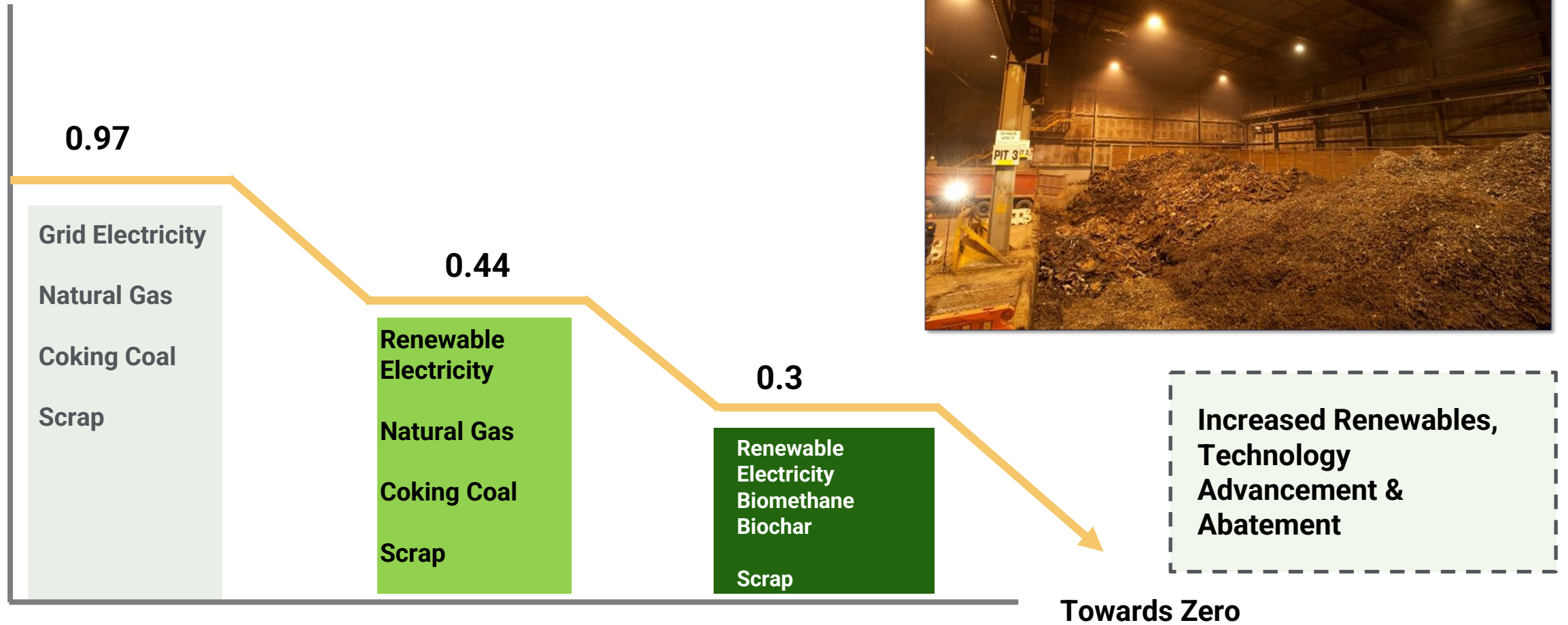
InfraBuild's CN30 journey

Decarbonisation Timeline for InfraBuild's main Scope 1 & Scope 2 emission reduction pathways

CO2 Reduction target – key areas of focus



EAF Secondary Steel Making



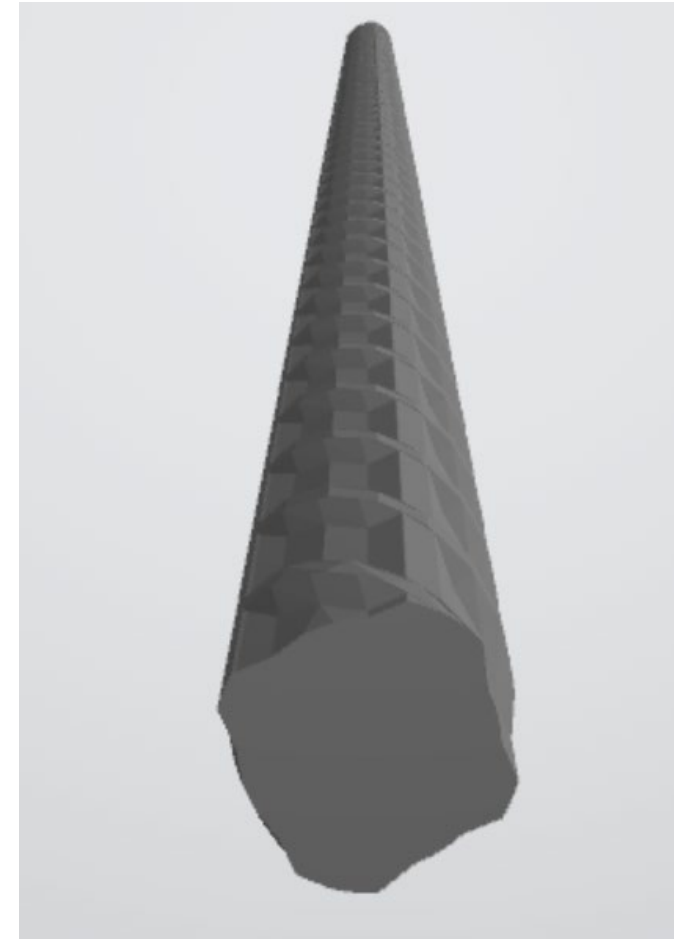
SENSE 600[®]

InfraBuild's new reinforcing steel range

Developed by InfraBuild, SENSE 600[®] is a new reinforcing product range, optimising high strength steel, innovative bar design and recycled steel content to deliver improved sustainability credentials.

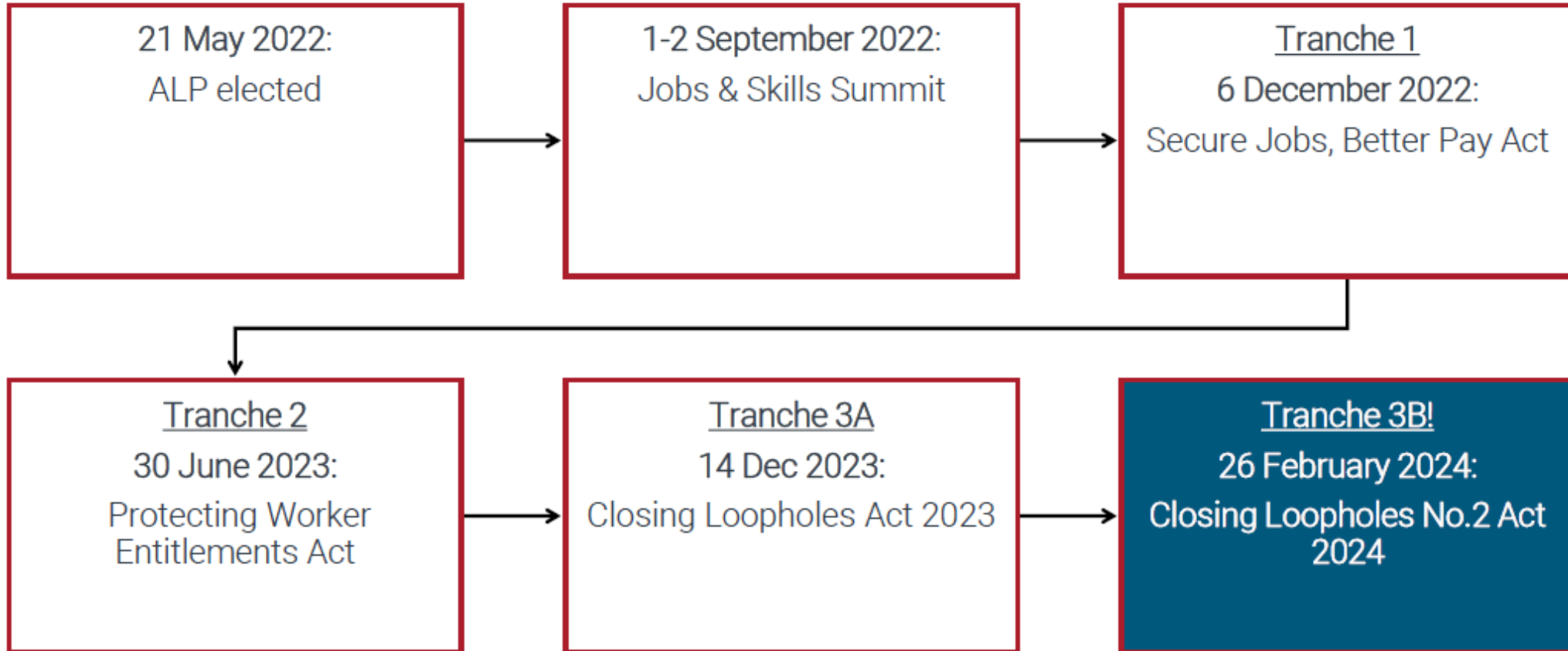
- Using up to 16.7% less raw material (depending on application), yet with the same Load Capacity as 500N product, SENSE 600[®] will deliver a lower embodied carbon solution of up to 39% compared to InfraBuild's standard 500N grade reinforcing steel
- SENSE 600[®] can be used in projects rated by the Green Building Council of Australia (GBCA) and the Infrastructure Sustainability Council (ISC)

[SENSE 600[®] - InfraBuild](#)



Recent changes to the Fair Work Act

Overview of key events & time line



Secure Jobs, Better Pay 2022 & Protecting Worker Entitlements 2023

Key issues - highlighted

7 December 2022

Objects of Act
Equal remuneration orders
Pay secrecy
Job advertisements
Anti-discrimination
Initiating of bargaining
Dealing with EA errors
EA terminations limited
Sunsetting of zombie agreements
New modern award and minimum wage objectives

1 February 2023

NES paid family and domestic leave (1 Aug)

6 March 2023

FWC Expert Panels
Sexual harassment disputes
ROC goes to FWC with new enforcement options

4 June 2023

Family domestic leave payslip requirements

7 June 2023

Pay secrecy penalties

6 June 2023

Flexible work requests
Multi-employer bargaining
EA approvals and BOOT
Industrial action

Intractable bargaining

Unpaid parental leave (requests to extend)

1 July 2023

Small claims jurisdiction

National Construction Industry Forum
Unpaid parental leave – (e.g., flexible UPL increased to 100 days)

6 December 2023

Fixed term contracts

7 December 2023

Zombie agreements end

30 December 2023

Recurring variable salary deductions authorisation

1 January 2024

NES superannuation entitlement

Closing Loopholes Act 2023

Key Issues - highlighted

15 December 2023

Small business redundancy exemption provisions commence

Regulated labour hire arrangement jurisdiction commences

Employee workplace delegates' rights provisions commence

Protections for those subject to family and domestic violence commence

Amendments to compulsory conciliation conferences in protected action ballot order matters commence

1 July 2024

Determinations varying modern awards to include an employee delegates' rights term come into operation

Delegates' rights term must be included in a workplace determination made on or after 1 July 2024

Delegates' rights term must be included in an enterprise agreement approved by vote on or after 1 July 2024

1 November 2024

Regulated labour hire arrangement orders can commence operation

1 January 2025

Wage theft provisions apply (or, if later, the day after the Minister declares a Voluntary Small Business Wage Compliance Code)

Closing Loopholes No.2 Act 2024

Key issues - highlighted

27 February 2024

Bargaining for franchisees

Transitioning out of multi-enterprise agreements

Intractable bargaining workplace determinations

Defence to sham contracting narrowed (employment)

Penalties for underpayments and serious contraventions

Compliance notices

De-merger provisions for registered unions

Opt-out notices for new employer/employee meaning

1 July 2024

Exemption certificates for entry for suspected underpayments

26 August 2024

Right to disconnect (except for small business employers)

Casual employment changes: definition, employee choice pathway, small claims, sham arrangements

26 August 2025 or proclamation

New meaning of 'employee' and 'employer'

Regulated workers (employee-like and road transport) – minimum standards, unfair deactivation/termination, consent collective agreements and powers to impose obligations on participants in the road transport industry

Regulated workers' delegate rights

Unfair contract terms

26 February 2025 or proclamation

Model terms in enterprise agreements

26 August 2025

Right to disconnect for small business employers

Workplace Relations Changes

Key Take Aways – Implementation of the changes

- **‘What’** - Significant changes across a wide range of employment related areas – somewhat overwhelming!
- **‘How’** - **Cross functional Project Team** - many changes require review of a full review of Company policies and practices, not just *“HR policies”*.
- **‘Who’** - **Project lead** – HR Rem & Policy heads up our policy & practices review team, involving a number of functions across the business for input on policy change issues and awareness of implications, including ER, HR Operations (HRM’s & HRBP’s), Corporate, Legal and Comm’s teams, HR Shared Services, HR Systems & Analytics, and the IT team.....
- **‘Why’**
- **It’s a bigger task than you may initially think!**

Workplace Relations Changes

Key Take Aways – observations on the changes

- **Permanent employment** - favoured over casual, fixed term, labour hire or independent contractor arrangements.
- **All roads lead to the FWC** - many changes involve *'reasonable request'* and *'unreasonable refusal'* scenarios with recourse to FWC to resolve disputes via conciliation and compulsory arbitration.
- **Easier access to enforcement** - via expanded and less legalistic small claims jurisdictions (Federal Circuit court)
- **Bargaining more precarious** - re: intractable bargaining and no reduction in existing T&C's via recourse to compulsory arbitration on non-agreed matters = disincentive to genuinely 'bargain' and pursue 'current plus more' approach.
- **Workplace Relations System more complex** – system is adversarial by design, potential increase in disputation over wider range of issues, risk of non-compliance increased and governance effort and responsibility increased.

Workplace Relations Changes

Key Take Aways – Skills implications for HR Operations [HR Generalists] Teams

- **Research and investigation skills** – in a “*more Complex Workplace Relations system*” – these skills will be critical to navigating the system effectively.
 - **Advocacy skills** – “*All roads lead to the FWC*” = a greater call on in-house capability for representation before the FWC on a range of potential dispute matters - articulating the ‘*reasonable request*’ and ‘*unreasonable refusal*’ scenarios.
 - **Governance skills** – in a system that is “*adversarial by design*”, with the potential for more disputes over a wider range of issues; there is greater risk of non-compliance = increased governance effort and responsibility.
-
- **Change management skills** – implementing workplace change will be slower, with more preparation, greater stakeholder engagement across more people with rights to question the “*Who, What, When, Where and Why*” of the circumstances and impacts involved in workplace change.
 - **Relationship management skills** – “*IR*” – “*Industrial*” = rules & procedures / “*Relations*” = people & situations – when you bias focus on the “*I*” there always seems to be roadblocks,..... when you bias focus on the “*R*” you always seem to find consensus and sustainable work arounds.....

Thank you

