



Industrial Relations Policy

Engineering Building & Infrastructure (Pty LTD) operates across diverse sectors – from educational and commercial construction to residential developments and major infrastructure (transport systems, bridges, tunnels). As a design and construction services provider, the company recognizes that a robust Industrial Relations policy relative to Quality Management System (QMS) is essential to meet client needs and regulatory obligations. We commit to **developing, implementing, maintaining, and continually improving** a documented QMS in accordance with ISO 9001:2015. This system underpins our entire operation: it adds value, maximizes efficiency, and ensures projects are delivered on time, on budget, and to leading industry quality standards. ISO 9001:2015 is a globally-recognized QMS standard that provides a framework for consistent quality across projects – emphasizing customer focus and continuous improvement. By embedding a culture of excellence and compliance, our QMS helps drive customer satisfaction, operational efficiency, and repeat business.

Quality Policy Statement

Our **Quality Policy** is a formal declaration by top management of PDY Ltd's commitment to quality. In line with ISO 9001:2015 Clause 5.2, it affirms our promise to meet customer requirements, statutory and regulatory obligations, and continually improve our processes. The policy aligns with the company's mission and strategic direction, providing a framework for setting and reviewing quality objectives. It emphasizes that every employee – from office personnel to site crews and contractors – plays a role in achieving quality. We will **document** this policy, make it readily available to all staff and relevant stakeholders, and **communicate** it through training and visible postings, ensuring it is understood and applied in daily work.

- **Commitment to Customers and Standards:** We will deliver services that satisfy contractual, customer and regulatory requirements. Our goal is to not only meet, but exceed customer expectations for quality and performance.
- **Continuous Improvement:** We will continually enhance the effectiveness of our QMS. The policy drives an ongoing cycle of planning, doing, checking and acting (PDCA) to refine processes, eliminate waste, and improve outcomes.
- **Employee Involvement:** Top management provides leadership and resources for quality. We ensure all employees are aware of how their work affects quality, and we encourage feedback and training to foster a quality-minded workforce.
- **Compliance and Best Practices:** We adhere to all legal, contractual and industry requirements. The policy sets the foundation for our formal procedures (e.g. quality manual, process documents, work instructions) and for seeking external certification. It is communicated internally and, where appropriate, made available to customers, suppliers and other stakeholders as assurance of our commitment to quality.

This Quality Policy is reviewed periodically by senior management to ensure its continuing suitability. It remains aligned with changes in our organizational context, stakeholder expectations, and strategic goals. Compliance with this policy is mandatory for all personnel. The company's directors and

management are responsible for conveying and enforcing this policy across the organization and to contracted partners.

Key Objectives

1. **Promote Harmonious Industrial Relations:** Foster open communication, trust, and collaboration with employees and their representatives.
2. **Ensure Representation & Rights:** Respect employee rights to join unions, to be represented, and to bargain collectively in good faith.
3. **Sustain Productivity & Stability:** Strive to minimise industrial conflict, ensuring that work continues safely, efficiently, and smoothly.
4. **Support Fair Bargaining Practices:** Engage in enterprise-level bargaining where appropriate, in good faith, balancing fairness for workers with business needs.
5. **Prevent & Resolve Disputes Proactively:** Provide transparent dispute-resolution mechanisms to address issues early, before escalation.
6. **Support Diversity & Inclusion:** Promote a workplace where employees from diverse backgrounds, including different union affiliations or none, feel respected.
7. **Legal & Ethical Compliance:** Adhere to all relevant IR laws, including anti-discrimination, bargaining, and industrial action provisions, and maintain high ethical standards.

ISO 9001:2015 Implementation and Industrial Relations Framework

EBNI follows the structure and requirements of **ISO 9001:2015**. This standard applies to any organization in any sector – including construction and engineering – and helps ensure we systematically manage quality across all projects. Key elements of our QMS include:

- **Context and Leadership:** We identify internal and external issues that affect quality outcomes (market conditions, technology, legal requirements, etc.), and define interested parties (clients, regulators, community) with their needs. Top management takes an active role: providing vision, setting objectives, and integrating the QMS into core business processes.
- **Risk-based Thinking:** We apply a proactive, risk-based approach to planning and executing projects. Relevant risks and opportunities are identified, assessed and managed at each stage, helping to prevent problems and enhance client satisfaction.
- **Process Approach:** Processes are documented and controlled. We define quality objectives (e.g. on-time delivery, defect rates) and work instructions to ensure consistency. Documented procedures cover key activities (e.g. materials inspection, change management, corrective actions) so that work is done correctly and safely every time. Staff are trained and competent to

follow these procedures.

- **Monitoring and Improvement:** We establish measurable quality objectives and regularly monitor them. Performance is tracked via audits, inspections and feedback. Nonconformities trigger corrective actions. Top management conducts periodic reviews of the QMS performance. These reviews and audits identify opportunities for improvement, and we implement changes to further enhance efficiency and reduce waste.

Together, these QMS processes ensure that we consistently deliver high-quality products and services. ISO 9001 certification – while not legally required – is pursued to demonstrate our system’s effectiveness. Certification can provide a competitive edge in bidding and entering new markets. It also offers business benefits: for example, robust quality controls lead to increased customer trust and satisfaction, and continual process optimization reduces costs and supports long-term success.

Legislative & Regulatory Commitments

- EBNI complies with the **Fair Work Act 2009**, which underpins Australia’s national workplace relations system. The Fair Work Act sets out employees’ rights, collective bargaining rules, protections against unfair dismissal, and enterprise agreement mechanisms.
- We also operate under the **Industrial Relations (Commonwealth Powers) Act 2009 (NSW)**, which affirms key working-relations principles including freedom of association and representation, and fair-remedy mechanisms.
- For the building and construction industry specifically, EBNI acknowledges specific obligations: the **Fair Work Ombudsman** now oversees IR in construction (after ABCC functions were transferred) and enforces compliance in pay, right of entry, and union-related rights.

Customer and Stakeholder Focus

Our policy places **clients and stakeholders at the heart of quality**. By ISO definition, quality is achieved when the “inherent characteristics” of our services meet customer and regulatory requirements. We engage with customers to understand their needs and expectations, and we design project processes to meet them. The QMS explicitly ensures compliance with contracts and laws (building codes, environmental and safety regulations, etc.), so that deliverables are fit for purpose and compliant.

Providing high quality service is seen as a cornerstone of PDY Ltd’s competitive advantage. As one industry guide notes, ISO 9001-certified contractors often gain a **competitive advantage** – it is often required to win tenders and strengthens market positioning. Certification (or auditable compliance) assures clients of our commitment. It fosters credibility, reputation and sustainability: in other words, consistently meeting quality requirements builds long-term success. We therefore view the QMS not just as a requirement, but as a value-added foundation for client satisfaction, employee pride, and continuous business improvement.

Roles, Communication and Accountability

Effective quality management requires involvement at all levels. Top management **mandates** this policy and ensures that resources (time, personnel, training, equipment) are available for the QMS. Leadership

commits to regular reviews and acts on audit findings. Managers and supervisors across departments (design, procurement, site management, etc.) are responsible for implementing the policy in their teams, monitoring performance and coaching staff on quality objectives.

All employees – staff and contractors alike – are required to understand the policy and quality objectives. We communicate the policy and objectives through staff meetings, notices and training sessions, and include them in induction programs. The ISO standard explicitly requires that the quality policy be documented and **communicated, understood, and applied** throughout the organization. In practice, this means EBNi's quality commitments are part of every employee's orientation and job briefing. Employees are encouraged to contribute ideas for improvement and are held accountable for following prescribed processes.

Beyond our own staff, the policy is also shared with external stakeholders as appropriate. As the ISO guidance emphasizes, quality policies should reach "customers, suppliers and all people who are influenced by the organization". Accordingly, we inform major subcontractors and suppliers of our quality requirements, and cooperate with clients or certifying bodies in audits when requested. Providing transparency – for instance, by publishing our quality objectives or certification status – helps assure external parties of our quality culture.

Roles & Responsibilities

- **Senior Leadership / Executive:**
 - Champion and endorse this IR policy.
 - Provide resources (time, budget, personnel) to support collective bargaining, negotiations, and dispute resolution.
 - Review industrial relations performance regularly (e.g., after bargaining cycles, disputes) to ensure continuous improvement.
- **HR / Industrial Relations Lead / IR Coordinator:**
 - Serve as the key liaison with unions, bargaining representatives, and employee groups.
 - Coordinate enterprise bargaining, good-faith negotiation, and agreement development.
 - Facilitate dispute resolution processes (mediation, meetings, referrals).
 - Track IR metrics (e.g. number of disputes, cost of conflict, engagement meetings) and report to senior leadership.
- **Line Managers / Project Managers:**
 - Act as the first point of contact for employee concerns.
Engage with union or representative delegates in day-to-day matters.
 - Implement agreed bargaining outcomes (e.g., new terms, rosters, allowances) in their teams.
 - Maintain respectful, open communication and escalate issues as needed to HR.
- **Employees & Representatives (Unions):**
 - Employees are encouraged to raise industrial relations issues in good faith.
 - Union or bargaining representatives operate transparently and in good faith, recognizing both the needs of their members and the operational requirements of PDY Ltd.

- Representatives will participate in meetings, bargaining, and dispute processes responsibly.

Continuous Improvement and Review

Central to our policy is the principle of **continual improvement**. We recognize that quality management is a dynamic, evolving system. Through systematic data collection (inspections, test results, customer feedback, KPIs) and analysis, we identify weaknesses and opportunities. The company applies lessons learned from each project: corrective/preventive actions are documented and shared, and successful practices are adopted widely.

We also emphasize ongoing improvement of the QMS itself. Regular internal audits and management reviews check the QMS against ISO requirements and company objectives. Any change in customer needs, technology, or regulations prompts a review of our processes and policy. Top management ensures the policy remains relevant by periodically reassessing the organization's context and the expectations of interested parties. The ultimate goal is a continually improving culture: as we refine processes and eliminate errors, PDY Ltd aims to raise quality levels over time and enhance client confidence.

Communication & Consultation

- We will hold **regular IR forums** (e.g., employee-union-management meetings) to discuss bargaining, workplace changes, and industrial relations issues.
- Prior to bargaining or major changes, we will circulate relevant information (proposals, business forecasts, cost impacts) to employee representatives.
- All bargaining outcomes and IR agreements will be communicated clearly to employees (in writing, via intranet or meetings) once ratified.
- We encourage feedback from staff and representatives after each bargaining round or IR event to help improve future processes.

Dispute Resolution Process

1. **Informal Resolution:** Employees or their representatives raise issues with their line manager / HR. We aim to resolve matters locally through discussion.
2. **Formal Mediation:** If informal efforts fail, we move to a facilitated mediation process with HR, employee representatives, and management.
3. **Fair Work Commission / External Bodies:** If internal mediation does not resolve the dispute, or if there is a legal issue, we agree to engage in processes through the **Fair Work Commission**. We will abide by its rulings and encourage parties to seek fair resolution.
4. **Post-Dispute Review:** After resolution, HR and senior management will review the issue to learn lessons and adjust IR practices or policies as needed to reduce recurrence.

Industrial Relations Performance Monitoring & KPIs

We will track and report on the following indicators to measure the effectiveness of our IR approach:

KPI	Target / Standard
Number of collective bargaining meetings per year	At least 2 per major bargaining cycle
Employee-management consultation forum frequency	Quarterly IR forum / meeting
Disputes escalated to formal mediation	< 5% of total IR issues raised (target)
Number of industrial actions / work stoppages	0 (or minimal) protected/unprotected actions
Employee satisfaction with IR process (via survey)	Score $\geq$ 80% “satisfied” on IR-related questions
Road to agreement / EBA ratification success rate	$\geq$ 90% of negotiated agreements ratified

Compliance, Review & Continuous Improvement

- We will periodically review this policy (recommend at least every 2 years) to ensure it remains consistent with legislation (e.g., changes to the Fair Work Act), industry developments, and our business direction.
- HR / IR Coordinator will prepare a **biennial Industrial Relations Report** for senior management, summarizing bargaining outcomes, disputes, IR risks, and lessons learned.
- Where relevant, we will align this policy with our **Integrated Management System (IMS)** — linking IR goals to our broader health, safety, quality, and risk frameworks.

Supporting Constructs & Culture

- **Respect & Trust Culture:** We believe that the most productive workplaces are built on respect, trust and mutual obligation.
- **Good Faith Bargaining:** In all negotiations, PDY Ltd will act in good faith, fairly considering the interests of employees, the business, and project clients.
- **Union Engagement:** We welcome constructive engagement with union organisations and employee representatives, provided engagement is lawful, transparent and consistent with operational needs.

- **No Retaliation:** Employees shall be protected against adverse action (termination, demotion, discrimination) for exercising workplace rights, including representation, collective bargaining, or lawful industrial action

Commitments / Principles

- **Freedom of Association:** Employees have the right to be represented by a union or organisation of their choice, without coercion.
- **Collective Bargaining:** We support enterprise-level collective bargaining that aligns with business strategy and employee needs. Our approach is grounded in good faith negotiation as required by the Fair Work Act.
- **Industrial Action:** We will not threaten or discriminate against employees for exercising *protected* industrial action. However, we expect any industrial action to comply with legal frameworks, and we commit to resolving disputes through negotiation and mediated processes.
- **Right of Entry / Union Access:** We will respect legally permitted rights of union officials to access worksites, consistent with Fair Work and state legislation, while balancing the health and safety of all personnel.
- **Dispute Resolution:** We will maintain a structured dispute resolution system — first via direct discussion / negotiation; then, if necessary, via formal mediation or referral to the Fair Work Commission.
- **No Retaliation / Non-Discrimination:** Employees will not be penalised for union participation, representation, or negotiating industrial terms, unless there is a lawful and justifiable business reason.
- **Transparency & Consultation:** Regular consultation between management and employee representatives (union or elected representatives) will occur on major business decisions, workplace changes, bargaining proposals, and IR matters.
- **Training & Education:** Managers and site leaders will receive training on their IR obligations, collective bargaining, and fair negotiation. We also educate employees about their rights and the company's IR processes.

Summary

Engineering Building & Infrastructure (Pty Ltd) Industrial Relation's Policy formalizes our commitment to excellence in all projects. It aligns with ISO 9001:2015 requirements and focuses on delivering value to clients while complying with all obligations. By communicating this policy to everyone in the organization and embedding its principles into daily operations, we establish a strong foundation for quality. This provides competitive advantage and underpins our reputation, ensuring that EBNI continues to meet and exceed the expectations of customers, regulators, and the community now and into the future.

References & Legal Basis

- [Fair Work Act 2009](#) — sets the national workplace relations system, including bargaining, industrial action, and representation.
- [Industrial Relations \(Commonwealth Powers\) Act 2009 \(NSW\)](#) — affirms workplace relations principles such as freedom of association.
- [Fair Work Ombudsman – Building & Construction Industry](#) — provides industry-specific IR guidance, including on right of entry and protected industrial action.
- [Fair Work Commission – Meaning of Workplace Right](#) — clarifies protections for employee participation in industrial processes.

This policy will be reviewed at least annually or whenever there is a significant change in our operations or legal requirements. Any updates will be approved by the Board. The next review date 11/07/2026.