

# Industrial Relations Management Policy

December  
**2025**

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# CEO. Statement



**John Koumoukelis**  
Hydroflux CEO/Chair

We are proud of the industrial relations management systems we have in place and the work we do to foster fair, respectful and productive working relationships across our business and projects. Effective industrial relations are fundamental to Hydroflux’s performance, sustainability and reputation, and we recognise that strong outcomes are built on transparency, compliance and genuine engagement.

Hydroflux is committed to conducting its operations in full compliance with applicable industrial relations, workplace relations, employment and work health & safety legislation. We do not tolerate unlawful, unfair or discriminatory employment practices, nor behaviour that undermines the rights, dignity or wellbeing of our employees, contractors or subcontractors. We are committed to acting ethically, with integrity and accountability, in all our dealings with our people and our partners.

Our people are central to delivering high-quality, reliable and sustainable outcomes for our clients. While we promote a culture of technical excellence, innovation and continuous improvement, we are equally committed to providing a safe, inclusive and respectful working environment that supports freedom of association, equal opportunity and fair treatment. We continue to strengthen our systems, policies and management practices to ensure, so far as reasonably practicable, that industrial relations risks are identified, managed and addressed effectively.

Through this statement, we reaffirm Hydroflux’s commitment to responsible industrial relations management and to acting ethically, transparently and fairly in all employment and workplace-related matters.

**John Koumoukelis**  
Chair / Chief Executive Officer  
(CEO) of Hydroflux Pty Ltd

# Our Commitment & Vision

Hydroflux Pty Ltd strives to continually improve the quality of its productivity, performance and services to enable continued growth in a competitive industry.

Our goal is to have open and transparent processes in all aspects of our dealings with employees, suppliers and subcontractors, encompassing all issues pertaining to industrial relations. Effective client, people and project management is based on open, honest relationships and realistic negotiations that are beneficial to both parties.



## About Hydroflux

Hydroflux Pty Ltd and the Hydroflux Group are privately owned Australian businesses in the water industry sector providing a range of sustainable water and other solutions for the industrial and municipal sectors.

## The Hydroflux Group of companies includes:

- |                                |                               |
|--------------------------------|-------------------------------|
| ✓ Hydroflux Epco Pty Ltd       | ✓ Hydroflux Epco NZ Ltd       |
| ✓ Hydroflux Industrial Pty Ltd | ✓ Hydroflux Industrial NZ Ltd |
| ✓ Hydroflux Utilities Pty Ltd  | ✓ Hydroflux Utilities NZ Ltd  |
| ✓ Hydroflux Pte Ltd (Fiji)     |                               |
| ✓ Cress Consulting Pty Ltd     |                               |

# Objectives & Goals

Hydroflux aspires to eliminate lost time, down time and unproductive work practices that arise through grievances or disputes pertaining to industrial relations. We encourage proactive, two-way consultation between parties, with consideration of both parties' requirements, when faced with any issue relating to industrial relations. Hydroflux is committed to;

01

Compliance with state and federal industrial relations legislative instruments, including the Workplace Relations Act 1996 (Cth), the National Building and Construction Industry Award 1990 (Cth) the Construction Industry Long Service Leave Act 1997 (Vic), Income Tax Assessment Act 1997 (Cth), Superannuation Guarantee (Administration) Act 1992 (Cth) and the Superannuation Guarantee Charge Act 1992 (Cth), the Accident Compensation Act 1985 (Vic), the Equal Opportunity Act 1995 (Vic) and the Work Health and Safety Act 2011 (Cth).

02

Maintaining an open relationship with our employees and any elected representatives on a project basis, and with other interested parties as appropriate.

03

Accepting that the properly held interests of our clients always prevail, and that accordingly it is the client who may, in some cases, determine actual industrial relations arrangements.

04

Advising clients of Hydroflux, during the progress of the work, and within 24 hours of becoming aware, of any industrial relations or OH&S matter which may have an impact on the construction program, the principal contract and other related contracts or project costs.

05

Respecting the national freedom of association laws as documented in Part XA of the Workplace Relations Act 1996.

06

Employment practices that ensure equal opportunity and shall not be discriminatory.

07

Any form of discrimination, bullying or sexual harassment are unacceptable at Hydroflux and are unlawful under the following legislation:

- ✓ Sex Discrimination Act 1984 (Cth)
- ✓ Racial Discrimination Act 1975 (Cth)
- ✓ Disability Discrimination Act 1992 (Cth)
- ✓ Age Discrimination Act 2004 (Cth)
- ✓ Australian Human Rights Commission Act 1986 (Cth).
- ✓ Fair Work Act 2009 (Cth)

08

Hydroflux will make sure that employees and those applying for employment receive fair and unbiased treatment. We are determined to provide a working environment free from discrimination or victimisation in accordance with the principles promoted by the above Acts of Parliament.

09

Encouraging all contractors working on their projects comply with applicable awards and workplace arrangements, whilst recognising their right to have their own industrial relations policies and arrangements. Hydroflux will from time to time request that contractors provide evidence of compliance with relevant Industrial Relations practices.

# Responsibilities

The Hydroflux Group has active CEO's who all work in the business on a day-to-day basis, are involved in all aspects of contract negotiations at all levels and often act as project managers for contracts.

As such, they become the first and ultimate point of contact for all issues pertaining to industrial relations. Effective communication between all stakeholders and Hydroflux is a priority and is encouraged through open access to CEO's via face-to-face meetings, electronic and written communications and telephone contact.

The CEO's of the Company as at the date of this policy are as follows:



John Koumoukelis



Bruce Willis



Mathew Foster



Luis Bastos

## Directors can be contacted by the following methods:

- ☎ 1300 417 697
- ✉ info@hydroflux.com.au
- ✉ Post to Hydroflux Pty Ltd, Level 26, 44 Market St. Sydney NSW 2000 Australia

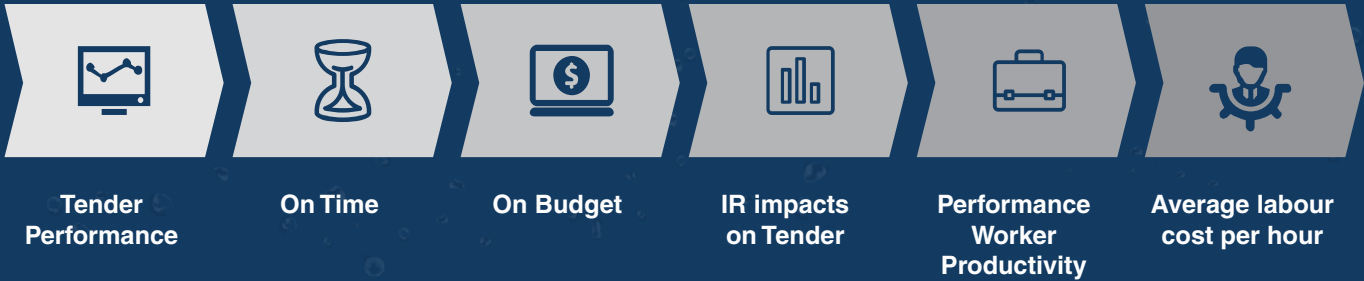
Issues relating to discrimination, bullying and sexual harassment can also be raised with the CFO, HR Administrator or IMS Manager.



# Industrial Relations Performance Tracking

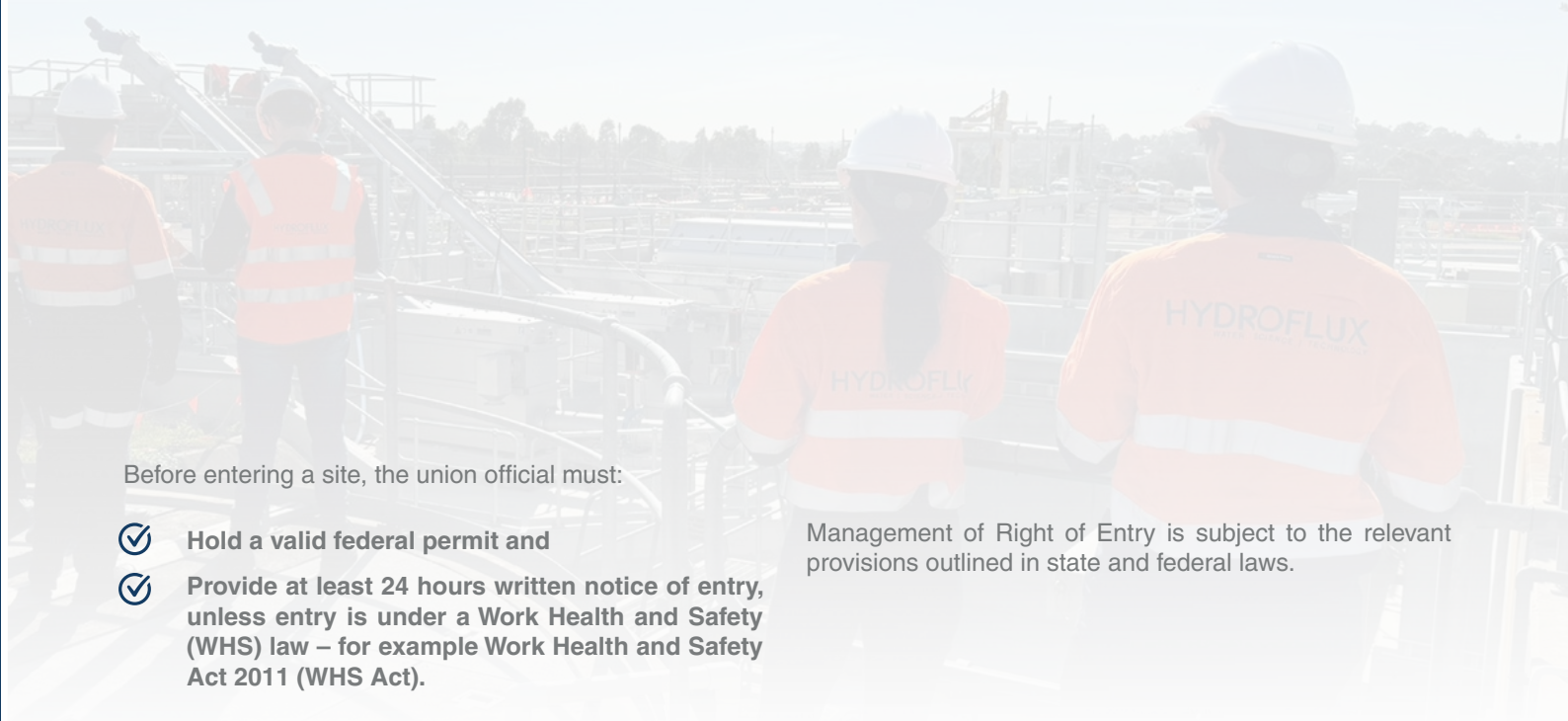
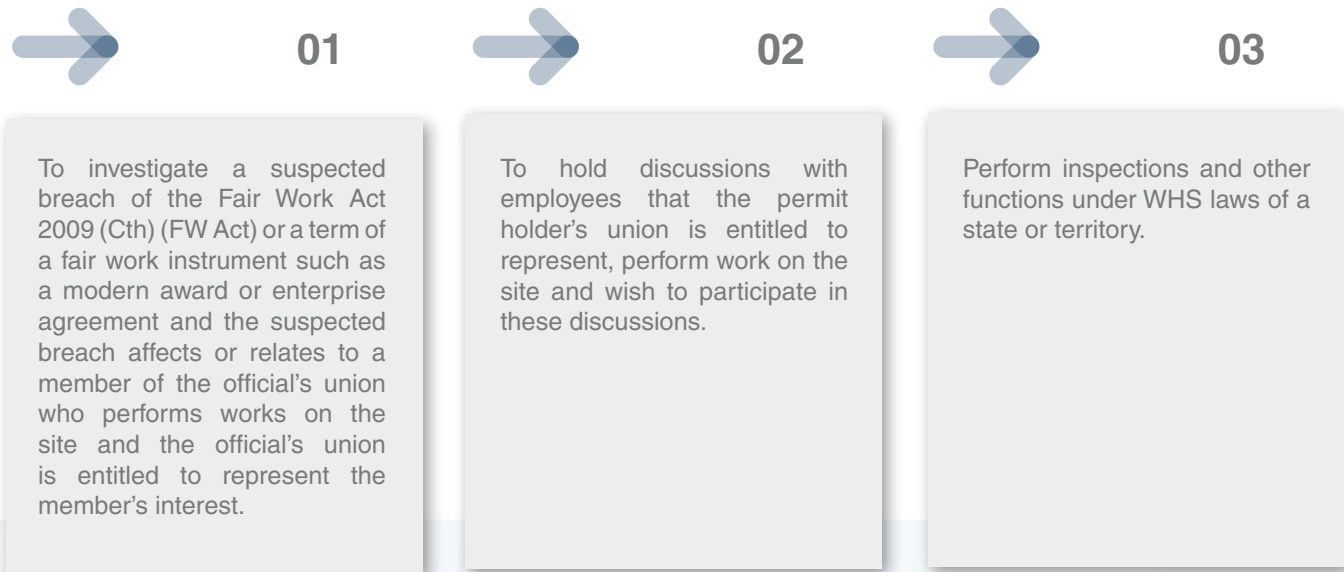
Hydroflux will track and monitor key performance indicators relating to Industrial Relations and Worker Productivity.

Hydroflux are committed to providing an efficient work environment that provides optimum opportunities for all workers and stakeholders and will develop strategies to continuously measure and improve on productivity performance.



# Right Of Entry

Hydroflux acknowledges the right of entry to union officials who hold valid entry permits to enter their business for specific purposes:



Before entering a site, the union official must:

- ✓ **Hold a valid federal permit and**
- ✓ **Provide at least 24 hours written notice of entry, unless entry is under a Work Health and Safety (WHS) law – for example Work Health and Safety Act 2011 (WHS Act).**

Management of Right of Entry is subject to the relevant provisions outlined in state and federal laws.

# Freedom Of Association

Hydroflux acknowledges that employees and sub-contractors have a right to belong or not to belong to any industrial association they choose, without it affecting their employment.

For employees “industrial association” generally refers to a union. This means that, all things being equal, an employee who is a member of a union (or other association) should not be treated less favourably than an employee who is not a member of a union.

The reverse is also true.

# Workplace Relations Management Plan

Where required by legislation or when a project warrants due to its size or complexity, Hydroflux will develop and track a Workplace Relations Management Plan (WRMP) to identify possible industrial relations issues relevant to commercial construction and details specific actions for occurrences of grievance disputes, site issues or any other unforeseen action that may impact productivity.

# Dispute Resolution & Grievance Procedure

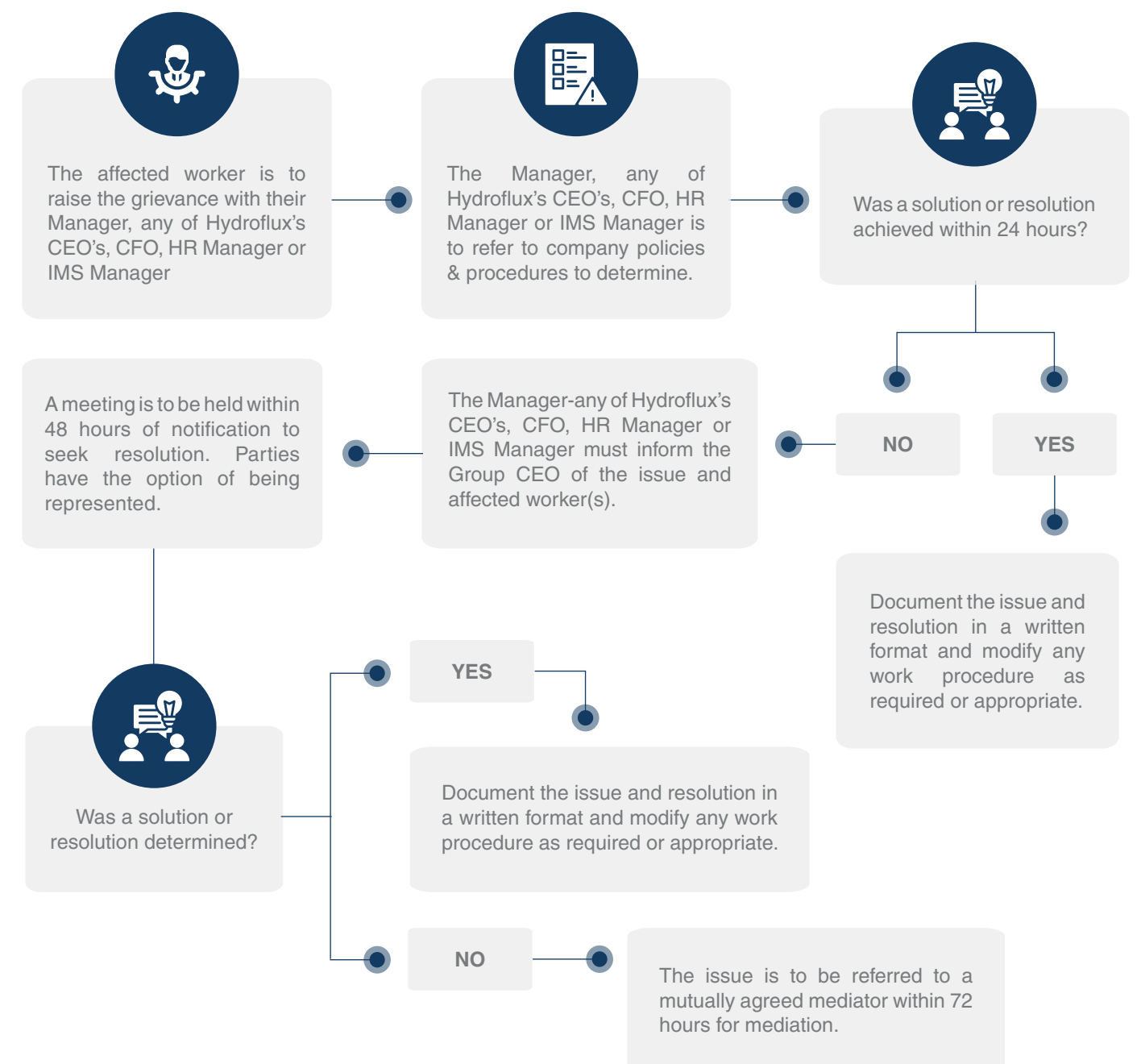
All parties are required to make every effort to resolve grievances or disputes with their employees and applicable parties at the appropriate level, in accordance with the procedure outlined in the relevant award or workplace arrangement.

The parties are committed to continue working towards the elimination of lost time through close consultation and cooperation with those directly affected, and through the effective operation of these Grievance/Disputes Settlement Procedures as outlined on the next page:

## Grievance & Disputes Settlement Procedure

All documentation of the issue should be forwarded to [staff.confidential@hydroflux.com.au](mailto:staff.confidential@hydroflux.com.au).

Work should continue without interruptions from industrial stoppages, bans and/or limitations whilst the above procedures are being followed. Where Hydroflux is not the principal contractor, the parties to the dispute shall involve the principal contractor.





*The scope of these objectives is applicable to the entirety of the Hydroflux group, inclusive of its subsidiaries, employees, and contractors.*

# Thank You

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## Feedback & Contact

For questions, feedback, or concerns related to this Industrial Relations Management Policy, please contact:



### Head Office

Hydroflux Pty Ltd  
Level 26, 44 Market Street  
Sydney NSW



[hydroflux.com.au](https://hydroflux.com.au)