

The Aotearoa Steel Industry Transformation Agenda

This identifies the best practice requirements for our industry to transform in preparation for future success. It inspires us by showing us what we would look like if we were successful in our transformation.

This agenda aligns with BRANZ’s Industry Transformation Agenda, the Construction Sector Accord and is based upon Treasury’s Living Standard’s framework.

Our pledge

We agree to:

- Use this Accord to inform our strategic business planning;
- To implement the Aotearoa Steel Industry Transformation Plan to put this Agenda into effect;
- Hold ourselves accountable to this Accord and measure individual and collective performance against it;
- Be bold in challenging behaviours that inhibit transformation; and
- Work collectively to ensure the steel industry has a positive impact on the wellbeing of New Zealanders.

	 Financial and Physical Capital	 Human Capital	 Natural Capital	 Social Capital
Led by the Steel Manufacturers, Design Engineers and Fabricators	We adopt new steel design, fabrication and construction technologies and investigate new digital technologies.	We grow our work-force’s capability and capacity to nurture our industry’s future.	We aim to be certified carbon neutral and all engage with the low carbon economy.	We have fair and transparent risk management.
	We use differentiated business models.	We have effective knowledge management and sharing across people. We learn from project to project.	We develop sustainable products with optimal life-cycle value.	New Zealanders have pride, confidence and trust in our industry.
	We deliver better business performance.	We embrace diverse thinking and are inclusive. We support better outcomes for women, Māori and other minorities.	We minimise waste and actively engage with the circular economy.	We act with collective responsibility.
	We front-load project planning and focus on design for constructability with an aim for increased productivity and affordability.	We collaborate with subcontractors and suppliers.	We prioritise environmental sustainability.	We offer consistent, reliable and timely project delivery.

	We standardise, modularise & prefabricate components to improve productivity.	We are a vibrant industry with a clear employment value proposition that is well communicated and understood.	We collaborate with suppliers to achieve improved outcomes.	We promote the social benefits of our industry and its positive impacts on Kiwi's wellbeing.
	We have greater pipeline certainty and confidence to invest in the future.	We offer work environments that support thriving mental health and wellbeing, as well as safety.		We deliver co-ordinated communications with our communities.
	We focus on whole-of-life value when buying and building.	We offer increased earning power.		We ensure our industry maintains high quality standards.
	We improve the resilience of the national building stock.	We support a connected and collaborative sector.		We effectively interact with the public sector.
		We share best practice learnings.		We consider the best available research and evidence.
Led by the industry support agencies (e.g. HERA, Metals NZ, MRM, NZSSDA, SCNZ)		We foster innovation, and research and development.		We actively benchmark and share industry-relevant data.
		We plan for the long term.		
		Our people go home safe every day.		

The Aotearoa Steel Industry Transformation Plan

This identifies **how** we will lead transformation and implement The Aotearoa Steel Industry Transformation Agenda.

Who/What	 Financial and Physical Capital	 Human Capital	 Natural Capital	 Social Capital
Now (by end of 2021)				
<p>Domestic Steel Manufacturers (including slab, coil, painted coil, pipe and billet) NZS and Pacific Steel.</p>	<p>Includes shadow carbon pricing in the Capital Investment Framework for large scale investments.</p> <p>Implements an energy supply strategies that consider cost, reliability and emissions intensity of future energy sources (e.g. renewable Power Purchasing Agreement).</p> <p>Invests in innovation to enhance the value and social and environmental performance of steel products and improve efficiency.</p>	<p>Has a Diversity and Inclusion working group.</p> <p>>40% female recruitment target.</p> <p>Implements initiatives to open new avenues for local talent sourcing to target early career and younger generation women.</p> <p>2 Engineering Student Undergraduate Scholarships each year to foster education and achievement in the local community.</p> <p>Receives and actions safety initiatives, presented by employees (more than 200 in the past 12 months).</p> <p>Offers St John Mental Health First Aid Training to equip employees to deal with mental distress in the workplace, at home or in the community.</p>	<p>Aims to reduce overall greenhouse gas (GHG) emissions intensity per tonne of steel (Scope 1 and Scope 2 GHG emissions) by one percent year-on-year through to 2030.</p> <p>Publicly reports the Scope 3 emissions associated with operations to accurately determine the full life cycle carbon footprint of products and operations.</p> <p>Reviews GHG emissions intensity reduction targets, climate risk scenario analysis and the implications on our business on a three-year basis (due late 2020).</p> <p>Active member of World Steel Association's Climate Action Programme.</p> <p>Accredited member of Sustainable Steel Council.</p> <p>Member of Responsible Steel and recognised as a</p>	<p>Meets the expectations of the Voluntary Tax Transparency Code (Aus) by publishing details in a stand-alone Tax Contribution Report.</p> <p>Maintains certification to the ISO 9001 2015 standard for quality management (since 1990).</p> <p>Implements community engagement plans and investment activities in line with the 'building our communities' community investment framework.</p> <p>Aligns climate change reporting with TCFDs.</p> <p>Reporting is in line with Global Reporting Initiative (GRI) standards.</p> <p>Has a "Speak Up" policy to create a culture of speaking up and protecting those who do.</p>

		<p>Has an on-site Wellbeing & Response hub.</p> <p>Has on-site emergency services for first response to any health and safety event.</p>	<p>Responsible Steel Maker (per World Steel Association definition).</p> <p>Conducts third party assessments against Supplier Code of Conduct at own operational sites. Implements supply chain sustainability programme by completing supplier assessments using RDC (external due diligence provider programme) and in line with the Supplier Code of Conduct. Entrenches the principles of the Supplier Code of Conduct and transparency principles into supply contracts. Completes supply chain sustainability audit assessments of suppliers.</p> <p>Has Environmental Product Declarations (EPDs) in line with product and segment demand.</p> <p>Environmental Choice NZ certification maintained since 2016 for key steel products.</p> <p>Maintains certification to the ISO 14001 2015 standard for environmental management (since 2003).</p> <p>Planting program on streams and riparian margins of Glenbrook property (over 220,000 planted to date).</p>	<p>Regularly reviews materiality process to validate material sustainability focuses.</p> <p>Engaged with policy makers to seek policy outcomes that appropriately consider the economic and emissions implications for operations.</p>
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Steel Design Engineers	Increased specification of standard connections			Regularly donates to registered charities or educational institutions. List donees for regular donations. If they do not donate to any charity etc, then consider finding a local charity, or support a local educational institution by e.g. organising student work experience.
Steel Framers, Fabricators & Rollformers				Regularly donates to registered charities or educational institutions

<p>Steel Industry Support Organisations</p> <p>ALL HERA MRM SCNZ SSC NASH</p>	<p>Assesses industry's financial impact using the Living Standard's Framework.</p> <p>Develop Industry 4.0 roadmap for steel fabrication.</p> <p>Determine total financial input to society from employment and local expenditure. Assess contribution to GDP of building products made by members using the LSF template prepared by HERA.</p>	<p>Actively promote the benefits of diversity to drive awareness within the industry.</p> <p>Creates scholarships and programs to support diversity within the industry's workforce.</p> <p>Offering prizes, scholarships and awards to students. Developing and delivering training programs to maintain the skills and qualifications of people working in the industry</p> <p>Founding membership of the Diversity Agenda.</p> <p>Development of Maori Engagement/Inclusion Plan</p> <p>Investigate common training programme for rollformers and installers, e.g. Metalcraft training school and 2018 and 2019 nationwide training programme and competition (The Roofing Games, RG). Continue to work with RANZ on training programmes and schools. Continue planned expansion and development of RG concept.</p>	<p>Achieve SSC Certification and promote it to members.</p> <p>Active promotion of life cycle analysis and circular economy principles in research projects, industry training and membership communications to build industry awareness and capability. Promote "bring back" programs for recyclable materials.</p> <p>Active promotion of carbon accounting for reduction plans and preparation for becoming certified carbon neutral.</p> <p>Associate members of Responsible Steel.</p> <p>Certified carbon neutral. Share process with the industry as a case study.</p> <p>Development of Zero Carbon Steel Products Calculator and Offsets Scheme.</p> <p>Creation of Sustainable Steel Certification program</p>	<p>Provides in-kind support to related research and training institutes.</p> <p>Active participation in NZS and AS/NZS standards development.</p> <p>Publishing research outcomes in peer reviewed journals and professional conferences.</p> <p>Research to identify baseline levels of community perceptions and trust.</p> <p>Multi-disciplinary and collaborative research with global leaders.</p> <p>Investigate certification scheme for roofing manufacture and installation.</p> <p>Expansion of Steel Fabricators Certification (SFC) program</p>
Soon (by 2025)				
<p>Domestic Steel Manufacturers</p>			<p>Certified to the Responsible Steel Standard.</p>	<p>Will undertake additional work to define the strategy out to 2050 and beyond to ensure</p>

<p>(including slab, coil, painted coil, pipe and billet) NZS and Pacific Steel.</p>			<p>Continuing reductions in the use of hazardous substances in painting and coating facilities and freshwater consumption.</p> <p>Continuing improvements in production yield to reduce waste to landfill and GHG emissions (ongoing).</p> <p>Increased aggregated on-site product recycled scrap steel use across our steelmaking operations.</p>	<p>plays part in limiting climate change in line with the objectives of the Paris Agreement.</p>
<p>Steel Design Engineers</p>		<p>Diversity Agenda change-maker or founding member</p>	<p>Certified carbon neutral</p>	<p>Improved building affordability via integration of design and fabrication/constructability</p>
<p>Steel Framers, Fabricators & Rollformers</p>	<p>Increased investment in plant and equipment to ensure it is state-of-the-art.</p>	<p>Has a Workforce Attraction, Retention and Development Strategy</p> <p>Has a Diversity Policy</p> <p>Are currently investing in internships, cadetships or apprenticeships.</p> <p>Has an up-skilling program in place to ensure staff are able to utilise emerging technologies.</p>	<p>Accredited membership of Sustainable Steel Council</p> <p>Has a Supplier Code of Conduct and following it.</p> <p>Electricity purchased from a certified 100% renewable supplier</p> <p>80% of product sourced from Responsible Steel Makers (per World Steel Association definition)</p> <p>Has a recognised EMS</p> <p>Has a Waste Minimisation Program in place</p>	<p>Regularly donates to registered charities or educational institutions.</p> <p>Improved building affordability via integration of design and fabrication/constructability.</p> <p>Assist in building affordability improvement by use of new technology to minimise waste and reduce on-site labour by structured packing (e.g. load in reverse order of installation).</p>

<p>Steel Industry Support Organisations</p> <p>ALL HERA MRM SCNZ SSC NASH</p>	<p>Development of Digital Transformation Plan for the Structural Steel Industry</p> <p>Building and infrastructure resilience (particularly seismic and climate) a key basis of research programs, training and communications.</p> <p>Improved understanding of re-use and reparability of steel structures.</p> <p>Creation of HERA Innovation Centre to facilitate industry adoption of digital technologies, Industry 4.0 and state-of-the-art plant and equipment. Engagement with HERA Innovation Centre.</p> <p>Develop wish-list and plan for updating technology e.g. angle cutting; predrilling.</p>	<p>Develop industry attraction plan.</p> <p>Join Diversity Agenda.</p> <p>Plan programme to link new training towards new technology and encourage existing and trainee staff to learn how to use it.</p> <p>Conduct diversity survey of members and develop response plan.</p>	<p>Waste Minimisation Programs in place.</p> <p>Using SSC accreditation audit as pathway to continuous improvement.</p> <p>Life Cycle Analysis, Living Standards Framework and circular economy considerations included in strategy documents, research and training programs.</p> <p>Following Supplier Codes of Conduct.</p> <p>Promoting Zero Carbon Steel Calculator and Offsets Program.</p> <p>Sustainability core part of research program.</p>	<p>Working together to promote the social benefits of our industry and its positive impacts on NZ's wellbeing via shared content, co-ordinated communications and shared #s</p> <p>Actively collaborating to improve outcomes for New Zealanders.</p> <p>Pilot Project from Digital Transformation Plan that focuses on integrating design and fabrication/constructability (HERA).</p> <p>Articulation of the industry's importance to regional economies through regional industry expansion.</p>
Future (by 2035)				
<p>Domestic Steel Manufacturers (including slab, coil, painted coil, pipe and billet)</p>				
<p>Steel Design Engineers</p>			<p>Certified carbon neutral.</p>	
<p>Steel Framers, Fabricators & Rollformers</p>			<p>90% of product sourced from Responsible Steel Makers (per</p>	

			World Steel Association definition). Certified carbon neutral.	
Steel Industry Support Organisations HERA MRM SCNZ SSC NASH ALL				