

Tomago Aluminium

Volume 2 / 2020

news



**PRIME
MINISTER'S
VISIT IS
GOOD NEWS
FOR TOMAGO
ALUMINIUM**

2020 HAS BEEN A
VERY STRANGE YEAR

WAR ON WASTE BRINGS
BIG REWARDS FOR TOMAGO



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CEO MESSAGE

Matt Howell
Chief Executive Officer

COLLEAGUES, WELCOME TO THIS EDITION OF TAC NEWS.

What a year!

If anyone had told us 12 months ago about what lay ahead we would probably have laughed at them, but what we have been through was incredible.

A sweltering summer, catastrophic bushfires and a global pandemic that touched our lives in ways we didn't think possible.

There is no argument that 2020 has been a major disruptor for Australian business but here at Tomago we have worked together throughout the COVID-19 pandemic to keep our business going and our jobs secure.

I am extremely proud and very impressed with the way everyone rose to the challenge of dealing with the pandemic.

Over the last several months we have seen countless news stories about gyms, pubs, clubs and restaurants, schools and even hospitals affected by COVID being forced to close for deep cleaning.

Whenever I see those reports I realise how well everyone here responded to the threat and how lucky we are because, quite honestly, I have no idea how in hell you would deep clean an aluminium smelter and I don't want to see it happen!

Right from the start we have said that anyone showing any signs of the virus should, for the sake of themselves, their families and their workmates, get tested as quickly as possible. There is nothing to be gained by coming to work and soldiering-on.

Those who were able to work from home did so and some are still doing that. Those who had to stay onsite are working to strict protocols, maintaining social distancing, practicing correct hygiene and thoroughly cleaning work areas and tools.

Meal and break rosters have been staggered to avoid crowding in crib rooms and other small spaces, and we have placed strict limits on the number of onsite visitors.

Those practices are continuing and we will adapt to ongoing changes but it was an excellent effort by everyone and a wonderful result.

While we are onsite we are safe but that changes when we go outside, so I urge everyone to stay vigilant and be careful about possible COVID-19 contact away from work.

Through our combined efforts I am extremely pleased and proud to say we haven't had one single COVID-19 case or one forced job loss because of the disease and that is a credit to everyone.

Despite the social and medical upheavals caused by the worst pandemic since the Spanish Flu more than a century ago, we made 2020 one of our best, most consistent years for product delivery.

It was for us a time of quality in the great uncertainty of a national medical emergency, a period in which we saw an enormous improvement in process stability and cost control.

Rodded stock inventory rose to impressive levels, anode quality and electrolysis performance was exceptional and the Casting team improved ingot chain reliability to keep pace with metal flow. Our support departments also continued to deliver.

Sadly, the COVID-19 restrictions meant we were unable to go ahead with our annual Innovation and Excellence Awards and Supplier Awards this year, which is very disappointing because, here at Tomago, we enjoy rewarding those who go that extra mile.

On the plus side, we are already holding a number of impressive entries for next year's Excellence Awards and we plan to celebrate those individual and team efforts as soon as the restrictions ease.

As I write this we are seeing positive signs that a COVID-19 vaccine might not be too far off. When that will be is hard to say but until it gets here I encourage everyone to maintain those basic health measures we have all been practicing since March.

Let me say that, after the experience of 2020, I could not be more proud of the Tomago Aluminium workforce. We have done exceptionally well so far and I want all of us to get through this together.

It's always good to end on a bright note and what can be brighter than gold?

I would like to congratulate every member of the new-look Tomago Workplace Giving Fund and those who have managed its recent revamp.

Less than six months after it re-launched, it has been recognised in the highly-respected Workplace Giving Excellence Awards, winning Gold in the Best Launch or Refresh category and Bronze for Best Overall Program.

Tomago Aluminium has a strong culture of giving back to the local community because we know we can make a difference.

I would like to take this opportunity to wish you and your families all the best for the Christmas and New Year holiday period and extend my thanks to those who will be working during that time to keep everything operating smoothly.

Let's hope that 2021 brings a welcome return to normality!

Best regards,
Matt

PRIME MINISTER'S VISIT IS GOOD NEWS FOR TOMAGO ALUMINIUM



L-R: Prime Minister Scott Morrison with Brett Timney (Maintenance Superintendent), Andy Robbins (Manager) and Hon Dr David Gillespie MP

TOMAGO ALUMINIUM HAS HAD SOME VERY SPECIAL VISITORS SINCE OPENING IN 1983 BUT IN SEPTEMBER IT WELCOMED ITS MOST SIGNIFICANT VISITOR SO FAR – PRIME MINISTER SCOTT MORRISON.

Mr Morrison was in the Hunter region to talk about energy security, delivering his National Energy address at a meeting hosted by the Hunter Business Chamber at WesTrac's New South Wales head office at Tomago.

In that address the Prime Minister outlined the Federal government's post-COVID-19 energy recovery plan, part of which includes building a gas-fired power station in the Hunter Valley, should Australia's energy sector fail to replace the generating capacity that will be lost when AGL's Liddell power station closes in 2023.

By committing to increase generating capacity in time for the summer of 2023/24, the government has set April 2021 as the deadline, putting pressure on national energy providers to show they can replace generating capacity lost through power station closures.

The Prime Minister also confirmed during his visit to the Hunter that Snowy Hydro Limited is currently developing plans to build the gas-fired generator at Kurri Kurri if the electricity sector fails to fill the capacity gap left by Liddell's scheduled closure.

Mr Morrison said the electricity sector needs to deliver 1,000 megawatts of new, dispatchable energy to replace Liddell, adding the Federal government will back the new gas power plant if the energy sector fails to replace Liddell's capacity.

The government's Liddell taskforce had found closing the plant without adequate replacement capacity could mean an increased risk of power outages as well as a 30 per cent increase in energy prices over two years once the plant closes, something Mr Morrison describes as unacceptable.

The PM's visit was all good news for Tomago Aluminium, where reliable power generation is critical to the business's viability.

Tomago Chief Executive Officer Matt Howell, who attended the National Energy Address, said he is frequently asked what will happen when the Liddell power station closes so the Prime Minister's speech came as great news for Tomago Aluminium in particular and energy intensive manufacturing industry in general.



“ Getting out into the plant the PM got an appreciation for the size and scale of our smelter. ”



L-R: Senator Hollie Hughes, Prime Minister Scott Morrison, Hon Dr David Gillespie MP with Nathan Skyrme (HV Electrician) and Chuck Luck (HV Electrician) in the Substation control room

“This will ensure there is more than enough reliable supply and allows us to pursue the opportunity for a firm renewable energy portfolio, knowing that Liddell will no longer be available.

“This announcement reflects all the hard work we and others have been doing to get some balance into the energy debate.”

After making his address at WesTrac the Prime Minister visited Tomago Aluminium where he, Minister for Energy and Emissions Reduction Angus Taylor, NSW Senator Hollie Hughes and Dr David Gillespie MHR spent an hour touring the smelter.

The group visited the Substation control room and also witnessed a Potline anode change.

“Getting out into the plant the PM got an appreciation for the size and scale of our smelter. He was certainly paying attention. He was well briefed and he asked us some probing questions.

“He was also able to answer our questions,” Matt said.

Tomago Aluminium has the largest interruptible electricity load in the country with just one of the potlines having an electricity consumption equivalent to about 250,000 homes.

In times of extreme demand or stress on the grid caused by natural hazards like bushfires, Tomago can quite literally, keep the lights on in New South Wales by switching-off one or more potlines for limited periods of time, freeing-up electricity for broader consumption.

That scenario does not come without risk though. Shutting down a potline, Matt says, is easy; starting it up again is quite complex and there is always a risk it will not happen and that, he says, would be catastrophic.

“Cheaper, cleaner and more reliable energy is absolutely critical,” he said. “The less likelihood we have of interruptions (to our power supply) the less likelihood we have of a potline ‘freeze’.

“ The PM’s announcement was a very positive outcome because improvements to the electricity network mean increased reliability for us. ”

“It means everything lost by the closure of Liddell will be replaced by a number of sources, but most importantly, we won’t have to rely on the weather to keep the lights on.”

2020 HAS BEEN A VERY STRANGE YEAR



L-R: Lauren Kelly and Dean Crosswaite conduct a deep clean on one of our metal haulers

THE WORLD HAS CHANGED SINCE COVID-19 FORCED ITS WAY INTO OUR LIVES. BUT DOES ITS PRESENCE MEAN WE ARE CHANGING TO A 'NEW NORMAL'?

When Prime Minister Scott Morrison declared the virus a global pandemic in late February things changed rapidly.

States closed down and shut their borders, schools stopped operating, major sporting events were cancelled or delayed and industry started doing things differently.

Tomago Aluminium was not exempt from any of this and the early uncertainty gave rise to concern and even now, several months on, some things are still noticeable.

Tomago's People, Safety and Environment Manager, Simon Mitchell, recently underscored the changes that were made in our workplace and have been affecting our lives since late February.

While it is true Tomago Aluminium had a broad Pandemic Policy in place as part of its operating plan long before COVID-19 arrived, Simon says that even with the best-written plan, it was impossible to see how the pandemic was going to play out as time went on.

"So we had to re-write the Pandemic Policy," he said.

"The biggest challenge of COVID-19 for us here at Tomago has been in adapting to the new way we work, right across the plant, along with supporting employees through this difficult and uncertain period.

"Hand sanitiser and social distancing quickly became a way of life and people have avoided getting together in large groups by staggering their meal breaks and start times."

"At a board level we stopped face-to-face meetings because of border closures, we went to Zoom online conferencing and increased the frequency of meetings.

With around 1200 employees and contractors split over various shifts on a large site, social distancing was challenging, but not as difficult as other workplaces due to the size of the site. Within some teams it was more difficult where tasks required more than one person. In these instances we had to implement better controls such as mandatory respiratory protection and higher levels of cleaning.

"Our employees understand they have a role to play though, a mutual commitment to look after each other and it's a strategy that is working well. In some circumstances we've had people working from home."

"We have reinforced the support available for people with mental health issues. For many people social isolation can be really difficult along with the uncertainty of the world around them. To that end I certainly think a lot has changed as a community."

Surprisingly, and despite the social and workplace upheavals, the 'new normal' has not seen any material impacts on performance or production. In fact some performance records have actually been broken.

On the other side of the coin there have been challenges with the arrival of some equipment such as forklifts and other capital equipment.

Technology has also played a big part. Developed to the point where outbreak or hotspot demographic information can be identified, it can also send SMS notifications to employees via their smartphones.

"Through it all we have said to people: 'if you're not well, stay home,'" Simon said, "and it's a strategy that's been working well.

"So far we have had zero cases onsite and we are very thankful to everyone for that."

Anthony Cook, Tomago's Occupational Health and Hygiene Officer, says the smelter will continue to follow all New South Wales Health directives and is encouraging everyone to continue practicing social distancing and good hand hygiene.

Programs have also been put in place to manage interstate contractors and restrict plant visitors and, following government guidelines, equipment cleaning and social distancing are now firm requirements in the gymnasium, as are limits on attendance numbers.

With a word of hope Simon suggests that, there is signs that the Australian community is keeping control of the spread of the virus at this time but we all need to be vigilant and maintain the commitment to personal hygiene and social distancing including outside of work as well.

FRESH WAYS TO DEVELOP TOMAGO'S LEADERS



The TAC Mentoring Program was launched earlier this year

COMING INTO A LEADERSHIP ROLE IS NEVER EASY AND LEARNING HOW THE MANAGEMENT PUZZLE FITS TOGETHER ON EVERY LEVEL CAN BE A DAUNTING PROSPECT.

A new mentoring program pairing management team members with superintendents new to role looks set to become part of Tomago Aluminium's training arsenal after spending the last few months in development.

The program framework, developed by HR advisor Keiran Turner, effectively crosses departmental lines with its partner pairings, linking mentors and mentees from different parts of the business.

Explaining the need for the new program, Tomago's People, Safety and Environment Manager, Simon Mitchell, says getting advice from a leader outside your normal reporting arrangement can be really helpful for someone new to their role.

"This new mentoring program brings people together from different areas and lets them talk candidly about any challenges or issues they might be having professionally and get ideas from a different perspective, rather than from someone who they report directly to," Simon said.

"That's why Keiran Turner, with help from Chief Financial Officer Stacey Sleeman, devised it, aiming it at people who have been recently promoted and are new to their roles."

One of the main reasons behind the mentoring program was to reduce formality and promote a 'big brother/big sister' support network, developing into a relationship without any real structure and "able to continue for years".

"It isn't a formalised course and we haven't had anything like this in place before. We've had formal coaching but nothing like a mentoring program," Simon added.

Ben Cook, HR Superintendent said those in the new program will always have their direct team leaders for formal instructions and workplace coaching but the mentoring program is purely advice-based.

The mentoring program is completely driven by the mentee, meaning advice is sought rather than given.

The Tomago's management team including the CEO Matt Howell, signed up to be mentors.

Currently the program is running as a pilot until the end of this year, when it will be reviewed and Simon suggests that, if it is formally adopted, it has the potential to cascade downward for use at all levels.

He also suggests there is every likelihood that people going through the program will travel full circle to one day become mentors themselves.

As the mentoring program is being trialled a new two-year Leadership Development program is in the final stages of preparation before being rolled-out next year, taking training from being done as needed to being carried out using a more structured format.

"There is no formalised 'road map' for new supervisors about how to lead teams other than their own experience; they have to work it out as they go along. Going into the future we want every supervisor to have a plan," Ben said.

The Leadership Development program calls for new supervisors to have six months of structured training with face-to-face and peer-to-peer learning led by experts in a variety of fields, including HR and Safety.

Experienced supervisors will also have attention paid to their career development programs with internally-led trainers teaching core leadership skills across seven key areas.

Up to 70 people will go through the training, which will be structured across four modules and two annual workshops over a two-year period.



KEEPING OUT THE ELEMENTS

THE PHRASE ‘KEEPING A ROOF OVER OUR HEADS’ IS A FAMILIAR ONE THAT HAS TAKEN-ON GREAT IMPORTANCE AT TOMAGO, WHERE ROOF REPAIR AND REPLACEMENT WORK HAS BEEN GOING ON SINCE AUGUST.

Locations earmarked for repair included the Rod Shop, Regain Shed 5 and the Casthouse.

A large section of roof measuring some 60 metres wide and 140 metres long was replaced at the Rod Shop’s F1 building and a number of new purlins installed.

At the same time a major section of Regain Shed 5’s roof was replaced, new purlins installed where needed and parts of the fascia and guttering replaced or repaired.

Other roof repairs aimed at stopping roof leaks are being carried out at LMO and CPO.

Ventilators have also been replaced on the Casthouse and Rod Shop roofs with bigger, more efficient units replacing the much smaller vents originally installed, giving better airflow.

The new vents being installed on the Casthouse roof are 4.8 metres long and weigh 600 kilograms each. Because of

their location a 250-tonne crane with a 29 metre arm has been used to hoist them 75 metres into position. Some 89 linear metres of vents have been replaced.

Overseen by Worley, the total job involves the replacement of approximately 7,000 square metres of roof –almost two-and-a-half soccer pitches –by roof teams comprising some 20 specialist operators as well as crane operators, scaffolders and riggers.

The work is being carried-out by RIG, Programmed, Instant Scaffold and Wheeler.

Those working on the roofs move about carefully, treating the old surfaces like very brittle egg shells. Because of the roof pitch and slipperiness when there is even a modest amount of moisture, they do not work when the weather is inclement.

Working at heights also means every team member wears a full safety harness. A rescue crew is also on

standby in case there is a fall, removing the person from the restrictive harness as quickly as possible.

Using specially-coated, chemical-resistant aluminium and steel sheets and clear industrial grade, wire-reinforced Alsynite panels for light transmission, the projects have a \$2.5 million total combined cost.

“It’s not a cheap exercise,” Marius de Beer, Tomago’s Senior Mechanical Engineer, said. “Basically we’re catching-up with the roof repairs. It’s been many years since the roofs were last replaced but from now on it will be an ongoing project.”

In fact, Tomago will have its own Painting and Roofing Supervisor who will be responsible for carrying-out regular maintenance checks, according to Worley’s Senior Project Manager, Keith Wilson.

As well, TAC will also have a replacement roofing allocation built into the Capital Works budget for future years.

ACHIEVING BALANCE IN PRODUCTION

SOMETIMES THINGS ARE UP, SOMETIMES THINGS ARE DOWN BUT WHEN THE UPS AND DOWNS ARE WHERE THEY SHOULD BE IN THE ROD SHOP AND THE POTLINES, THAT CAN ONLY BE A GOOD THING.

It goes without saying that, at any aluminium smelter, the main source of interest is aluminium production.

LMO Process Superintendent Tom Connell and LMO Operations Superintendent Josh Gorton have a side interest though – purity and quality. To be more exact, iron content in the potlines and keeping the amount under control.

The iron content is introduced by raw materials and liquid cryolite contacting the anode pins during operation. The amount of iron is measured in parts per million (ppm) with 900ppm considered the upper level before metal quality starts tapering off.

The target, according to Tom, is to get the number under 900 and that's where it was in September and October, running smoothly at 860ppm.

"In the three months previous to then it had been sitting above the 900 target, at around 930," he said.

Tom said iron content is kept low by controlling the work processes using

strict quality control measures. A metal sample from each of the 840 pots is taken for technical analysis every 36 hours and determines if corrections need to be made.

To achieve consistently low iron content in the aluminium, operation and process stability is necessary to ensure the anodes are properly covered and bath heights kept to their target to prevent anode pin damage.

Anode quality is also important and anode iron impurities have been reduced throughout the year.

'Consistency' is a word used in the Rod Shop this year and is usually applied to the rodded stock levels, which are currently at a record high and have been since March.

Pointing-out that 310 anodes are needed in the potlines every 12 hours, Acting Production Superintendent, Jerry Tawalo said that in December 2019 average rodded stock numbers stood at just 245.

"We didn't have enough anodes in stock to even cover a 12-hour period. We could have run out of anodes," he said, underscoring the risk of a potline shut-down should that have happened.

"We started building-up our stock levels from that point and in October this year we had 1220 rods in stock, a record for us, and we have averaged stock above 1000 for seven consecutive months."

Jerry says the Rod Shop is in a constant process of inspecting, cleaning, repairing and preparing used stems and adding new ones as necessary. Rod Shop teams also maintain Tomago's fleet of stems, maximising their lifespans rather than replacing them each year, a common (and costly) practice in other smelters.

Achieving the right numbers can be a difficult task but the Potline and Rod Shop teams are showing that not only can the numbers be reached, they can also be managed.



‘PROJECT PRODUCTIVITY’ IS REVIEWING TOMAGO’S EFFICIENCY



L-R: Andre Rangel, Katrina Whiteley, Brendon O'Donnell and Craig Wells

THERE IS NO DOUBT THAT 2020 HAS BEEN A TOUGH YEAR FOR BUSINESSES AROUND THE COUNTRY AND, LIKE SO MANY, TOMAGO ALUMINIUM HAS NOT BEEN EXEMPT FROM COVID-19'S EFFECTS.

Despite the issues that have rocked the country our business has made noticeable improvements in process stability, with performance gains in rodded stock inventory, improved anode quality and exceptional current efficiency results in electrolysis.

In the Casthouse, Ingot Chain reliability has improved metal flow stability and all support departments have constantly delivered to help us run smoothly.

Like every business though, Tomago Aluminium needs to be competitive and to do that it has to continually find ways of cutting costs and improving overall efficiencies.

To ensure we remain competitive we have launched Project Productivity, an internally-run review of all aspects of the business.

Project Productivity is being managed in-house, the decision to use our own people rather than external consultants giving us a huge advantage: they work in the business and understand the plant's day-to-day workings.

Project Productivity is being led by Cast Products Superintendent Craig Wells with team members Katrina Whiteley (Projects Superintendent – Electrolysis), Brendon O'Donnell (Maintenance Supervisor – Cast Products) and Aquila Business Improvement Analyst Andre

Rangel, who has worked with the TAC Continuous Improvement team since 2018.

The project team is working through a systematic review process and engaging directly with each department as it works to design and implement sustainable improvements.

Every aspect of the business including staff, operations, trades, contractors and external services will be reviewed, as will other areas such as maintenance strategy completion, contractor efficiency and agreed technical indicators.

“We are reviewing the way Tomago Aluminium does business,” Project Productivity Team Leader Craig Wells said, adding: “We need to make sure we apply a very robust validation process that is critical in ensuring we maintain process stability while making improved business decisions.”

Craig believes this is a great opportunity for Tomago to stay ahead of the global AP18 smelters on the cost stack and demonstrate what can be achieved with a “can do” attitude within the workforce.

“We know we are already a benchmark in some areas of the business so there is absolutely no reason why we can't be a benchmark in all aspects,” he said.

Project Productivity is expected to take between 12 and 18 months to complete.



“ This year we collaborated with the University of Newcastle to target local students as well as using Seek, a national jobseeker tool ”

TOMAGO ATTRACTS THE BEST AND BRIGHTEST

TOMAGO ALUMINIUM TAKES A GREAT DEAL OF PRIDE IN ATTRACTING THE BEST PEOPLE POSSIBLE TO OUR WORKFORCE.

In the broader community the quality of our apprentices is well-known and the number of applicants for the Company’s yearly intake is almost unprecedented.

After recently completing next year’s apprentice intake, for example, a total of 436 applications were received for the four electrical and three mechanical apprenticeships on offer.

But there is another, less-known Tomago Aluminium intake, one in which the successful applicants are recent university alumni, coming to us to fill two-year graduate engineering positions.

Early next year four graduates will start their careers with Tomago Aluminium, one each in chemical engineering, mechanical engineering, electrical engineering and IT/ automation engineering.

Not surprisingly, the number of applicants for each position was high with more than 340 local, interstate and international people showing interest in the four openings, according to HR Advisor, Kate Wagner.

“This year we collaborated with the University of Newcastle to target local students as well as using Seek, a national jobseeker tool,” Kate said.

“The positions here offer great development opportunities and Tomago Aluminium rewards the successful candidates. At the same time, the new arrivals also bring a fresh set of eyes to the business and that helps our organisations ability to diversify and be more innovative,” she added.

As it is with the apprentices, the selection progress is rigorous. One position received 123 applications and just two were interviewed with one going forward. Another had 117 applicants, of which four were interviewed.



Westpac presented Wayne Pringle and Katie Burns with a special framed collection of photos as a thank you for Tomago Aluminium's contribution



Headspace came onsite in July to receive their cheque for \$10,500

TOMAGO RECEIVES RECOGNITION AT THE WORKPLACE GIVING & EXCELLENCE AWARDS

FOR MANY YEARS TOMAGO ALUMINIUM EMPLOYEES HAVE BEEN GENEROUSLY DONATING TO LOCAL CHARITIES AND SUPPORTING THE WESTPAC RESCUE HELICOPTER THROUGH TWO INDIVIDUAL OUT-OF-PAY PROGRAMS AND IT HAS NOT GONE UNAPPRECIATED.

Over the years Tomago Aluminium and its employees have donated around 1.7 million dollars across 40 charities and the Westpac Helicopter Service.

On July 1 this year some changes were made to the donation program, with the two out-of-pay schemes merging into one and becoming the Tomago Workplace Giving Fund.

Supporting the changeover campaign, every employee received a personal letter and flyer announcing the launch, which was promoted by site-wide emails, our weekly newsletter, TAC News magazine, posters and social media. There were even large signs promoting the Fund placed along Tomago's entrance and on our road sweepers.

The campaign was supported by TAC management and led by Communications Advisor Katie Burns and AWU Site Delegate Wayne Pringle.

In line with the change and knowing that every dollar matters to under-resourced charities, the fund's

custodians are actively seeking more members and encouraging everyone to donate a minimum of \$3 each week.

"The company also traditionally donates additional funding, matching employee contributions which is a huge boost for our nominated charities," Katie Burns said.

In the last 12 months we have donated just under \$200,00 (\$97,800 from employees and the rest from management) which was split between multiple charities.

As a way of encouraging new fund members, the Tomago Workplace Giving Fund did some special giving of its own with two lucky members winning a luxury night away for two people.

"We want to see Tomago's charity contribution amounts continue to grow in 2021 and beyond. Continual growth is our goal," Wayne Pringle noted, "and we thought a special getaway might help that."

In another small change under the new arrangements, every new Tomago employee is automatically signed-up to the Fund for the minimum \$3 per week but can choose to increase the amount or, alternately, opt-out and all donations are tax deductible.

The changes also mean current employees can use T-Net to join the program or change their donation amount. They simply visit T-Net and select 'Workplace Giving Fund' in the upper navigation bar and follow the prompts.

Since its relaunch just under six months ago the new-look Tomago Workplace Giving Fund is showing positive results, experiencing a thirteen per cent membership increase for a 68 per cent total participant rate across the site. Monthly donations have also increased by 16 per cent.

"In a year of unprecedented challenges we are very proud of our employees' contributions through workplace giving along with the generosity of the business," Katie Burns said of the increase in member numbers.



Got Your Back Sista also received a cheque for \$10,500, along with Carrie's Place and Soul Café

CHARITY DONATIONS HELP EVERYONE

EVERY year Tomago employees select a number of recipients for our annual charity donations by popular vote and our contributions are presented at a special morning tea.

This year our four charities were Headspace, Carrie's Place, Soul Café and Got Your Back Sista, each one receiving \$10,500 to help with their ongoing operations and programs.

Starting in 2021 there will be some changes to the way the new Tomago Workplace Giving Fund chooses its charities.

Many of the restrictions regarding charity nominations have been lifted (although they will still need to have a local connection) and, rather than selection by broad-based vote, only fund members will be able to nominate charities and cast votes.

Tomago Workplace Giving Fund custodians Wayne Pringle and Katie Burns said an extensive site-wide campaign with posters, signs, emails and magazine stories had been used to promote the revamped charity program since June.

"We want to get the message out that this is something that is worth being a part of," Katie said.

The money raised is used across a broad spectrum of worthwhile, hardworking groups and over the years we have supported a diverse range of charities, big and small.

Our recipient list includes – but is not confined to – the Hunter Medical Research Institute, Hunter Breast Cancer Foundation, John Hunter Children's Hospital, Variety The Children's Charity, the Starlight Children's Foundation, Cystic Fibrosis Foundation, the Mark Hughes Foundation, Ronald McDonald House, Newcastle City Mission, Dementia Research, Camp Quality, Oz Harvest, Soldier On, Canteen and Lifeline.

You know it's worth it.



In late November, Tomago Aluminium's Workplace Giving Fund was recognised in the highly-respected Workplace Giving Excellence Awards, scoring Gold in the Best Launch or Refresh category



"We would like to thank all of our Workplace Giving Fund members for their contributions – their support is appreciated and allows us to continue making a difference in our local community," she added.

That superb effort following the relaunch has not gone unnoticed.

In late November, Tomago Aluminium's Workplace Giving Fund was recognised in the highly-respected Workplace Giving Excellence Awards, scoring Gold in the Best Launch or Refresh category ahead of the Australian Investment Council and Bain and Company, backing it with a Bronze for Best Overall, finishing just behind winner JB Hi Fi and EnergyAustralia.

The awards were presented online this year due to COVID-19 restrictions and Workplace Giving Australia Chief Executive, Jenny Geddes, commended all the organisations that took part.

"These organisations have prioritised this form of giving and are seeing the benefits to their organisations and, of course, to the charities they support," Ms Geddes said.

Workplace Giving Australia, a non-profit organisation, helps businesses develop workplace-based best practice giving programs as an effective way of supporting charity.

As in the past, our one-off charity drives like this year's bushfire donation to local RFS brigades and the Buy a Bale campaign for drought stricken farmers in 2018, are not part of the revised program and all employees are welcome to donate to these campaigns when they arise.

"Tomago Aluminium and its employees have a strong culture of giving back to the local community and with these changes we have a real opportunity to provide a truly substantial amount of money to some very worthwhile causes," Katie said.

"No matter how great it all seems, we can always do better. We know it's worth it," Wayne added.



The scrap steel recovery was turned around in five weeks, and it came as a big cash injection at a critical time.

Sam Lloyd and Jeremy Ireland surveying some scrap on the Tomago shipping pad

WAR ON WASTE BRINGS BIG REWARDS TO TOMAGO

LIFTING THE LID ON WASTE AND THE WAY WE PROCESS IT.

A few months ago a project was launched to look at the way Tomago managed their scrap steel and to optimize the scrap value, that's either sold on the scrap market or re-processed onsite.

There was a two-fold purpose to the plan, the clean-up delivering a financial return while at the same time ridding the site of unwanted and unsightly mess.

With the launch of the project, Cighthouse Maintenance Supervisor Brendon O'Donnell and his Maintenance team had identified approximately 40 tonnes of cast-iron, in the form of used ingot moulds.

Business Improvement team member Jeremy Ireland was able to negotiate a premium tonnage rate with Molycop's Waratah foundry which saw an 82% increase in the initial submitted price. This was a \$11,480 cash return to the business.

A portion of the steel scrap is being re-cast by Molycop and returned back to Tomago in the form of anode pins. The rest? Most likely already being used for a thousand other purposes.

There was an even bigger reward to come though. Whilst Jeremy was doing a process audit, 3,500 tonnes of scrap steel was identified offsite which returned a massive \$1.3 million to the company's coffers.

On completion of the offsite scrap recovery, a recycling process was set in stone to ensure a constant flow of reusable scrap which returns in excess of \$50k a month to the business.

The scrap steel recovery was turned around in five weeks, and it came as a big cash injection at a critical time.

For Jeremy though, collecting and recycling the unwanted metal is simply a smart move that adds value to the way Tomago is using its resources, a sentiment echoed by Sam Lloyd who



SOWS BEFORE



SOWS AFTER



A pile of scrap pins ready to be re-processed.

says scrap aluminium is also getting a second chance at Tomago courtesy of a bit of 'out of the box' thinking by the scrap metal recovery team.

"We were storing our scrap aluminium onsite, mostly recovered from stopped pots. When we had enough to fill a skip bin we were sending it to Weston Aluminium at Kurri Kurri and they were giving us 40 per cent of the LME (London Metal Exchange) value for it," Sam said.

Three bins of metal handled by Weston Aluminium typically returned between \$45,000 and \$55,000 each month (depending on the LME valuations) but a way was found to keep the metal in-house for full reclamation, a 100 per cent return on 30 tonnes of aluminium each week by running it through a single furnace dedicated to handling the recovered waste.

All-up, the implementation of this internal process will deliver an annual benefit of more than one million dollars.

The change to in-house recycling did require some procedural changes but the process alterations were greenlit by management and accepted by everyone.

For Jeremy the success of the waste metal recovery efforts revolves around a strong team, from management all the way through to Corey Lundy and his team who, quite literally, did the heavy lifting on the iron.

"It's been a big team effort. It's everyone's responsibility to look at waste from a different angle. The impact we're having now is impressive. It's green, we're recycling and we're making things more sustainable," Jeremy said.

Leigh Osmond and the PTA Maintenance crew, along with the LMO day workers and Brooke McBride from procurement, saw a number of scrap value opportunities in unusual places.

The first was to collect stainless steel chisel tips and send them back to their manufacturer, earning \$1,700 a tonne or close to 10 times the usual scrap value.

They were also able to separate high value scrap for a return of more than \$5,000. The team now has separate bins for high value brass and copper and expects to recoup around \$12,000 a year from the separation process.

Sam says the waste recovery efforts are ongoing rather than simply being a one-off exercise.

"We keep exploring; we make room for change. The business is constantly evolving so we've got to change with it; we've got to do things differently."

So if you see any opportunities for high value scrap in your area – brass, copper, stainless steel or cast Iron (otherwise known as the 'Big Four') get in touch with Jeremy.

Odds are it will be worth a bit more than a car boot load of bottles and cans cashed-in at the recycling depot.



L-R: Keiran Turner, Heath Buman, Mark Westbury, Phil Carpenter and Tim Smith.

EVERYONE HAS A STORY TO TELL

IN OCTOBER, AS PART OF MENTAL HEALTH MONTH, WE INVITED EVERYONE TO TALK ABOUT THEIR OWN MENTAL HEALTH JOURNEY.

TOMAGO Aluminium employees and their families have access to free confidential, independent, short-term counselling and crisis counselling through our Employee Assistance Program (EAP) operated by Converge international. Call 1300 687 327.

Our Peer2Peer Network is made up of employees who have been trained to listen to the problems of others and give reassurance while offering information and advice.

Lifeline telephone counselling is available by calling 13 11 14.

As part of the Hunter Manufacturers Mental Health Initiative, Tomago Aluminium partnered with other businesses in the Hunter manufacturing network during October's Mental Health Month, which this year focused on the 'Everyone Has A Story' project and the experiences that have impacted our lives.

Those experiences have left their mark and given us stories to tell. By sharing them and talking about our experiences we can start breaking down the barriers surrounding mental illness.

Many of us choose to keep our stories hidden because we feel uncomfortable telling them. Because of that, none of us really knows what others have going on in their lives or what they have been through on their individual journeys.

Every year around 20 per cent of Australians experience some kind of mental illness. Sadly, 70 per cent of those – roughly 3.5 million people – do not get professional help.

By asking our employees to share their stories we hoped to be able to give people the courage and confidence to discuss those things that have affected them in their lives and is a positive way of normalising peoples' situations.

By listening to their stories we are letting our friends and workmates know they are not alone and that we can help.

During Mental Health Month, seven employees agreed to tell their stories; Tim Smith, Andrew Thurlow, Phil Carpenter, Brad Hickey, Keiran Turner, Daniel Bolch and Heath Buman all participated.

Each one spoke of the particular situation that had affected their lives, how they worked through it and gave advice for anyone experiencing similar issues.

Each week throughout October, we released a new video of one of our employees opening up about their own mental health journey. These videos were made accessible to all employees and shown across the site with supervisors and their teams watching it during toolbox talks.

"We were really appreciative of how honest everyone was. Everyone who took part just wanted to have the opportunity to help someone who might be watching. It was really heart-warming," said Tomago's Communications Advisor Katie Burns, who recorded each conversation for the video.

These films, along with films from other businesses, helped to make up the Hunter Manufacturing Network video, that was circulated across the wider community. Check it out at: <https://youtu.be/aatZgxDBNlo>

Tomago's People, Safety and Environment Manager, Simon Mitchell, said that in line with the company's mental health strategies a group is currently undergoing anti-bullying training with the Workplace Health and Safety Committee.

"It's practical training for mental health in general as well as offering self-help strategies.

"It helps people change their own thinking, the way they see the story in their minds," Simon said.

Since the onset of COVID-19 the rate of mental illness across Australia has climbed steadily, driven by anxiety, uncertainty and depression so taking the time to really listen to someone could be one of the most helpful things any of us can do.



NEW ONLINE SYSTEMS MAKE LIFE EASIER



L-R: Recognition App Team – Donna Stephen, Matt Wright and Amanda Gill

A DISCUSSION IN HR EARLY THIS YEAR FOCUSED ON IMPROVING WAYS FOR TEAM LEADERS TO BETTER RECORD IMPORTANT CONVERSATIONS WITH THEIR MEMBERS.

The HR team wanted a better way to record noteworthy conversations with a particular focus on recognising positive performances by team members.

Such conversations, known as diary notes, are meant to be made when a leader recognises the good work done by a team member or when verbal coaching is given for a performance opportunity.

The problem is, of course, that team leaders are busy, they don't always carry a diary or notebook with them and if something comes up before they get to make the diary note then the discussion (and the notation) might well be forgotten.

Tomago Aluminium is a technology leader and we do have an enviable IT department, so HR Advisors Donna Stephen and Amanda Gill sat down with IT's Matt Wright to talk about what could be done.

Those early discussions led to a development phase that blossomed into an impressive new smartphone app for diary notes, which went live across the site in June.

Called the Record of Discussion app, it is available through the K2 Workspace for mobile phones or through T-Net.

Using the app, verbal recognition and coaching notes are easily entered directly into SAP in exactly the same time it takes to tap out a text message and now the system is capturing even more information, ensuring employees are given the recognition they deserve.

In one two-week period alone 17 people were recognised for their efforts using the app. Three were recognised for their teamwork, one for work quality, 11 for their productivity and work quantity and two for WHSE.

A second project that went live across the site in late October is the new Online Performance Review, which replaces the old paper review form.

Supervisors still sit down with individual team members for a formal meeting but rather than making notes on a form, everything is done online.

The important aspect of the Online Performance Review was to make it function properly without giving supervisors any more work to do.

"We were drowning in paperwork and it wasn't adding value nor did it make things any safer. With this new method we are trying to use the system more rather than use up supervisors' time," Ben Cook said.

"Supervisors are able to access and amend the form at any time and also access training schedules. Everything becomes part of the overall development plan."

The change has rolled two projects into one with the bonus of less reassessing for everyday tasks.



One of our new Metal Haulers



One of TAC's new Casthouse Furnace Tending vehicles

EQUIPMENT UPGRADES A PART OF TOMAGO'S NEW YEAR RESOLUTION

EVERY BUSINESS NEEDS TO BE PROPERLY MAINTAINED AND THAT MEANS INVESTMENT. SO JUST WHAT ARE WE LOOKING AT FOR THE COMING YEAR IN TERMS OF UPGRADES, COST AND WASTE REDUCTION AND NEW SPECIALIST VEHICLES?

Upgrading and maintaining is a necessary and important part of staying competitive for any business and here at Tomago we are no different to anyone else.

One of the major areas of focus right now and set to come in for even more attention in 2021 is the Tomago main high voltage Substation. The TAC HV Substation consists of some of Australia's largest fleet of power transformers, switchgear and high power rectification assets. This is Tomago's main path for smelting and auxiliary power supply.

For Senior Electrical Engineer, Dane Fernandez, it is a case of not just maintaining functionality of the assets, but ensuring long term power supply security for the whole business through an accelerated risk reduction investment strategy worth around \$10M per year for the next few years.

"Generating value for TAC is a balancing act between performance, cost and risk. Maintaining and overhauling what we've got to maximise our equipment's life-cycle, targeted replacement of critical infrastructure and components based on risk, and digitising our control and protection where possible are key

activities to ensure our power supply remains robust and we continue to operate safely and reliably for many more years to come.

"Our intent is to scale back the overall capital spend (on the substation) over about a five-year period, while maximising its lifecycle," Dane said.

The job is a complex and challenging one requiring specialist work teams made up of Tomago Aluminium employees, engineering alliances and external contractors.

There is also an element of risk involved replacing and repairing many of the larger components and, not surprisingly, most of the work does not mean simply using off-the-shelf parts.

Future planning means taking a broad overview of the whole site, assigning capital expenditure as needed to either upgrade or replace equipment as it becomes necessary and setting-up a buffer against ongoing costs.

New forklifts with lift capacities ranging between five and 16 tonnes are also on the horizon, as well as a Casthouse Furnace Tending vehicle to replace the very old and obsolete current fleet.

To ensure the demands of transporting almost 600,000 tonnes of metal each year is met with minimal downtime and delay, the fleet needs to be reliable. To ensure that reliability, the company has replaced four metal haulers, specialist trucks which will be used to tow ladles of molten metal around the site.

Another three units will be delivered soon to bring the total up to seven brand new metal haulers. In addition, the Hot Metal Transport Trailer fleet are also being renewed with great feedback from our drivers on how smooth the new suspension system is operating.

Some things though can change without any change being noticed. Two 20-year-old Volvo A25 articulated six-wheel dump trucks are being rebuilt at a cost of \$200,000 each rather than being replaced, simply because they are "the best for the job".

It is all a matter of spending money wisely, identifying problem areas, managing them correctly and making the right decisions.

Is there an end point? With new equipment needs, people coming up with new ideas and new processes being developed the answer is: "probably not".

L-R: Trish Rapley, Robyn Parker and Darren Clarke

PREDATORY PEREGRINES' NEW TOMAGO HOME



The nest box built by Darren Clarke being put into place

WHEN A PAIR OF PEREGRINE FALCONS STARTED SWOOPING TOMAGO CREWS WORKING AT HEIGHTS, THE PROBLEM CALLED FOR SOME CLEVER LATERAL THINKING.

Environment Superintendent Robyn Parker and WHS Advisor Trish Rapley met with the affected Environment, Sunshine Workshop and Emissions work groups to better understand what was happening.

The teams had been working on fume treatment centres and other areas above the falcon nest sites and had tried to deter the birds. Suggestions were made and measures taken to minimise worker injury risk, but a more permanent solution was needed.

Peregrine falcons are a protected species and that placed constraints on how and when any action could be taken, especially during breeding season.

Advice was sought from Taronga Zoo Sydney, the University of Canberra and the National Parks and Wildlife Service with the aim of finding a solution that would provide safety for the falcons and Tomago employees.

Help came from an unexpected quarter when Bake Ovens Operator Darren Clarke saw a painting of a Peregrine hanging in Trish's office. It piqued his interest and started a conversation.

Trish explained how the birds were affecting our workmates and Darren let it be known that, from the age of 11 he had been training, breeding and rehabilitating birds of prey and that prior to emigrating to Australia 14 years ago, his passion had been falconry.

He understood the potential risks to our employees and offered to help relocate

the birds. With the alternative plan an application for the falcons' disposal, Darren contacted a Western Australian expert who had successfully relocated birds using 'aversion therapy'.

With Tomago fully behind the project a new and suitable location was found for the Peregrines. A date was set for the West Australian expert to visit and start the aversion therapy before breeding season. Darren designed and built a nesting box and a crane was organised to lift it into place.

But then COVID-19 hit. Borders were closed, flights were cancelled and, unlike our Peregrines, the man from the West was unable to fly.

With breeding season approaching a 'Plan B' was needed. Darren volunteered to attempt the daunting aversion therapy himself with guidance from the WA expert.

The old nesting site was made inaccessible for the birds and Darren started coming in before dawn most mornings and climbing up onto the stacks before first light, his presence making the falcons uncomfortable and shocking them into defence mode.

This action resulted in a series of swoops on him lasting up to 10 minutes as he tried to make it uncomfortable for them to prepare their nest in peace, but Darren persevered, ensuring the birds remained uneasy and uncertain, when they woke up, the man standing brazenly in the middle of their nesting site would be there to disturb their morning.

After six weeks of random visits Darren stopped seeing the birds. The last time he saw them they were mating so he knew the female would soon be laying eggs.

A few days later Robyn Parker saw the female sitting in Darren's nesting box. The male was still close by protecting the area but that has since stopped. The great news? They have successfully bred chicks and are busy feeding them.

Darren is "99.9 per cent certain" they have found a nesting site that does not need the amount of protection of their old site. Hopefully, teams will be able to work without fear of being swooped by one of the world's fastest predatory birds and that is definitely a win-win for everyone.

Darren has explained that, in the wild, the only danger to Peregrine nests comes from above.

"When looked at from a falcons' point of view it explains the level of aggression shown to our work mates," Trish said.

"The birds were simply protecting the area from people who had to access it, often working above their nest."

Peregrine mortality rates are very high and only a minority survive to breeding age. To see them nesting equates to the perseverance of a world class athlete.

The plan now is to install cameras inside the nesting box to learn more about this dynamic species and, for years to come, let people the world over watch these magnificent apex predators raise their young.

“It’s all getting back to some degree of normal although we are still doing things like splitting lunch breaks and morning tea breaks to make sure we get our social distancing right.”



Our 1st year apprentices in the TAC Workshop

APPRENTICES ADAPT TO COVID CONSTRAINTS

TO SAY 2020 HAS BEEN AN ODD YEAR FOR THE WORLD WOULD BE FAIR, BUT TO SAY IT WAS A STRANGE INTRODUCTION TO THE WORKING WORLD FOR OUR FIRST-YEAR APPRENTICES WOULD BE NOTHING SHORT OF AN UNDERSTATEMENT.

As far as Apprentice Training Supervisor Greg Wall can remember, the last few years in Tomago’s apprentice training area have all had a certain sameness to them.

The seven first-year apprentices arrived mid-January, spent the first few months training with Greg and Electrical Trainer Tim Bolam, settled into the routine of attending TAFE one day each week, worked through the various mechanical or electrical modules of their training plan and then started filtering out into various areas of the plant to learn their respective trades.

Except this year, it didn’t quite work to the script.

“This year was a bit more of a challenge,” Greg recalled. “The first three months were okay but then COVID arrived and it all changed overnight and got very interesting.”

TAFE training came to an abrupt halt in early April when face-to-face classes were cancelled. Wednesday was still

TAFE day for the apprentices but moved in-house. Theory classes were still in the morning but were done online and the afternoon practical classes were held in the apprentice training area.

Second, third and final-year apprentices were also involved, joining the new chums online as all 28 apprentices took part in Zoom sessions for their TAFE theory lessons.

For 10 weeks Greg became a surrogate TAFE teacher, overseeing the practical exercises, assessing skills and taking photographs as work progressed, providing TAFE with the necessary documentation to show each exercise had been completed correctly.

When face-to-face TAFE classes restarted in term four it was a great relief to everyone, especially when it was decided that practical work would take priority over theory.

“No argument, it has been a strange year for us but TAC was able to back-up on the TAFE training and the

apprentices generally coped well with it,” Greg said.

“It’s all getting back to some degree of normal although we are still doing things like splitting lunch breaks and morning tea breaks to make sure we get our social distancing right.”

With 2020 sliding towards its conclusion Greg has already started making plans for the new year.

TAC received a whopping 436 applications for its annual seven-person apprentice intake – well above the usual number – and sorting through them has been time consuming.

Employment offers have gone out and the orientation process is underway ahead of the mid-January start for the ‘class of 2021’.

And the ever-present problem of COVID-19?

“We’ve pretty much got our plan worked out now.”



The Karuah Kinnection basketball team are extremely grateful for the support of local organisations like Tomago Aluminium

TOMAGO IS MAKING GOOD KINNECTIONS

THE YOUNG MEN AT KARUAH MISSION ARE PART OF A VULNERABLE COMMUNITY BUT A SHARED LOVE OF BASKETBALL HAS TURNED THEM INTO FEARSOME PLAYERS.

Like many Aboriginal people they have struggled with unemployment and education has been lacking. Isolation is a problem and mental health issues an unfortunate reality.

At Karuah Mission those negatives were turned into a major positive with the emergence of the Karuah Kinnection basketball team, a collection of 16 to 25-year-olds who, with the help of some enthusiastic volunteers, proved to be tough competitors.

Tomago Aluminium is proud to be onboard as a Karuah Kinnection team supporter, helping-out by supplying 18 pairs of basketball shoes and Hunter Primary Care are supplying their training shorts and shirts.

The team was formed soon after volunteers responded to a desperate plea for help from a Mission elder deeply concerned about the self-harm and attempted suicide rates among the community's younger members.

Suicide is the leading cause of death for indigenous children aged 5-17 years. Statistically, Aboriginal and Torres Straight Islanders aged 15-24 are almost four times more likely to commit suicide than similarly-aged non-indigenous people.

Enthusiasm picked-up a notch when the Mission's young men started encouraging each other to play and was given a huge boost when former National Basketball League star Butch Hays turned up as its coach.

Once associated with the Adelaide 36ers, the Illawarra Hawks, the Newcastle Falcons, the North Melbourne Giants and the Canberra Cannons in the NBL and the Maitland Mustangs in the NSW Waratah League, the 232-game NBL veteran had a few tricks and trade secrets to pass-on to his young charges.

Butch is CEO at SNAP Programs, a not-for-profit group assisting other organisations and families in supporting both young people and disabled people through a variety of programs.

"We are so blessed to have Butch helping us," Michelle Perry, Acting Chair of the Karuah Land Council, said.

Since he started coaching the team Karuah Mission has not reported a single suicide attempt and the general mental health of the young players has improved.

The team recently completed its first competitive season, finishing third of the seven teams in the league. With a break

of just one week it rolled into its second competition and has been playing – and winning – since mid-October.

The great thing, Michelle said, is that everyone wants to play.

"We had one young fella, he was about 12, and we had to take him out of the team because he was too young. He said: 'I'm not frightened of 'em!' but they (league administrators) were worried about him."

The team sport initiative has been incredibly empowering for everyone involved, Michelle noticing that, after a few weeks of training and playing, confidence levels were at an all-time high and mental health issues had tapered-off.

Surprisingly, she said, the advent of COVID-19 was actually a bonus for some of the players.

"We had a couple of the boys with anxiety issues who didn't want to play at the stadium in front of people but COVID meant there was no-one there to watch because people had to stay away. That helped them get their confidence," she said.

Who knows? We might be helping a whole team of potential Butch Hays's break into the NBL.



L-R: SAP Migration Team – Stephen Pfennigwerth, Ed Bohatko, Matt Wright, Nathan Allen, Ian McDonald, Sue Dunstan and Dennis Moncrieff



L-R: Charmain Underwood and Deborah Chen were also part of the SAP Migration Team

MAKING COMPLEXITY LOOK SIMPLE

DENNIS MONCRIEFF IS NOT ONE TO LET GRASS GROW UNDER HIS FEET AND SOON AFTER TAKING-UP THE ROLE OF INFORMATION SYSTEMS SUPERINTENDENT HE JUMPED STRAIGHT INTO A MAJOR PROJECT.

By his own admission, Dennis enjoys a technical challenge and has been doing so ever since he moved into Information Systems in 2009, after starting as an Automation team contractor in 2002.

He moved into the role of IT Superintendent in August and one of his first jobs was to migrate the company's Systems Applications Product – that which we all refer to as 'SAP' – from the Cloud, bringing it back inhouse and under the control of the IT Department.

The reason, Dennis explains, is a simple one with the potential for wide-reaching benefits.

"We're a single site, one entity in one location so it makes sense to have it onsite. There is basically one cable that connects us to two data storage locations in Sydney.

"If someone puts a backhoe through that cable we lose our connection to the Cloud and all our data. If it's here,

onsite, then we have access to it all the time. We can't afford to lose access with our production systems that run the plant, so teaming-up SAP with the existing infrastructure here makes it possible to get Cloud levels of uptime ourselves."

Dennis suggests there are also some obvious security problems to consider. Cyber security is an ongoing hot button issue and if the Cloud can be compromised it would be vulnerable.

With technology company IBM keen to partner with Tomago Aluminium to run the SAP suite for the next decade, Dennis describes the change as a cost-neutral proposition

The SAP migration was done painlessly over a weekend in late August. The system was shut down at 5pm on the Friday evening and it was back online by the Sunday afternoon, some 12 hours ahead of schedule.

The only noticeable difference?
"It's now faster," said Dennis.

For an encore performance Dennis and his team are also redesigning T-Net, modernising it to make it a more responsive application and renaming it as well.

"The main problem we have with it is that it doesn't work on mobile phones because it doesn't 'scale' to fit the screen. Yet everyone has a smartphone so could use it on the move.

"We want people to be able to do things faster and more easily through that little device in their pockets."

Once completed, expected to be sometime in the first quarter of the new year, T-Net will be known as The Foil.

For Dennis and the IT team, the fun part of it all is turning complexity into simplicity.

CELEBRATING YEARS OF SERVICE

35 YEARS

Cast Products
Ian Winters

30 YEARS

Cast Products
Gary Wood

Liquid Metals
Peter Greentree
Glen Sceresini

Carbon Plant
David Prior

25 YEARS

Carbon Plant
Guy Hodgkinson
Ian Huhta

Cast Products
Doug Searl
Robert Graham

Liquid Metals
Daniel O'Hare
John Miller
Michael Carmody
Neil Harrington
Scott Archibald
Shane Filip
Shannon Ridley

Plant Management
Nicola Harvey

Human Resources
David Miller

20 YEARS

Nil

10 YEARS

Carbon Plant
Darren Gray
Scott Reece

Cast Products
Richard Dean
Lou Prete
Darren Morris
Sally-Anne Hungerford

Laboratory
Ian Brogan

Liquid Metals
Aaron Notley
Joel Leigh
Con Filactos
Craig Rogers
Christopher Harris
John Holloway
Anthony Jensen

Maintenance
Stephen Pfennigwerth

Plant Management
Michelle Whyte



JULIE RAE

What is your current role?
Payroll Officer

If you had \$100 to spend on yourself what would you do with it?

Definitely book a massage!

Biggest regret?
Worrying about the small stuff.

Favourite food?
Italian or Thai.

What were your first thoughts on TAC?
How nice the team was.

What's the best piece of advice you've been given?
Be kind, be grateful and stay humble.

ALUMINIUM FACT

Aluminium can be recycled forever: It can be melted down and reformed without losing any quality, and the process can be repeated over and over again.

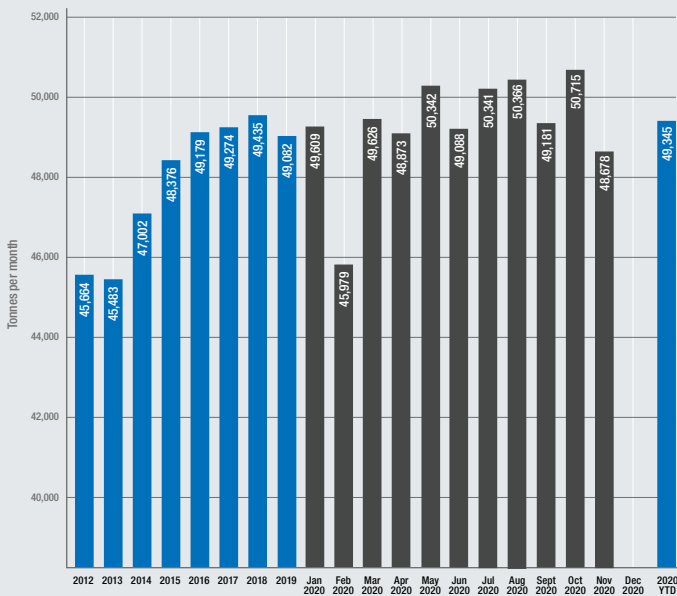
SUPPORTING LOCAL CHARITIES AND COMMUNITY EVENTS...

Every year Tomago Aluminium supports a number of local charities, community events and local schools through sponsorship and donations. In 2020 we (and our employees) have supported the following:

- Breast Cancer Awareness
- Carrie's Place
- City United Cricket Club (Leukemia fundraiser)
- Got Your Back Sister
- Headspace
- HRMI – Concussion clinic
- Hunter Manufacturing Awards
- Hunter Primary Care/Karuah Kinnection Basketball Team
- Immune Deficiency Foundation Trust
- Leukaemia Foundation
- Make-A-Wish Australia
- Port Stephens International Women's Day Breakfast
- Rathmines School Breakfast Club
- Royal Fire Service – Raymond Terrace
- Royal Fire Service – Medowie
- Royal Fire Service – Salt Ash-Williamstown
- Royal Fire Service – Thornton
- Soul Café
- Survivor's R Us
- The John Hunter Children's Hospital – NICU
- The Rotary Club
- Tomago Bowling Club
- Variety
- Westpac Rescue Helicopter
- Youth Express

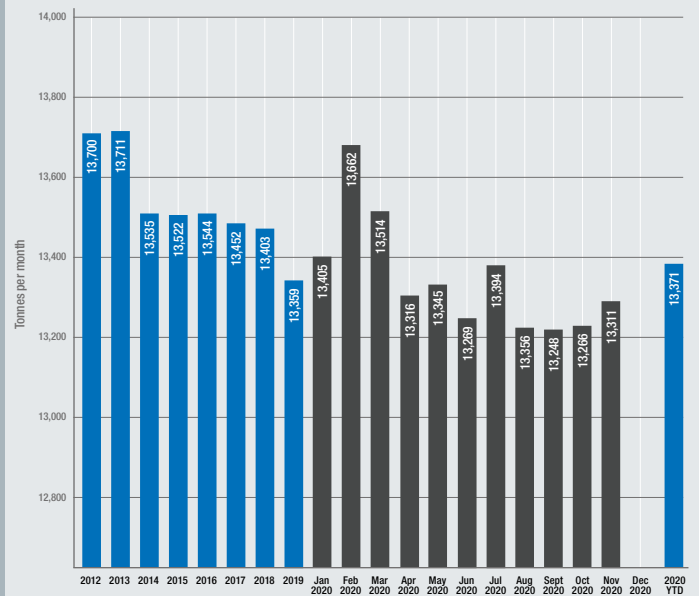
KEY PERFORMANCE INDICATORS

EFFECTIVE METAL PRODUCTION (Tonnes/Mth) ■ Yearly Actual ■ Monthly Actual



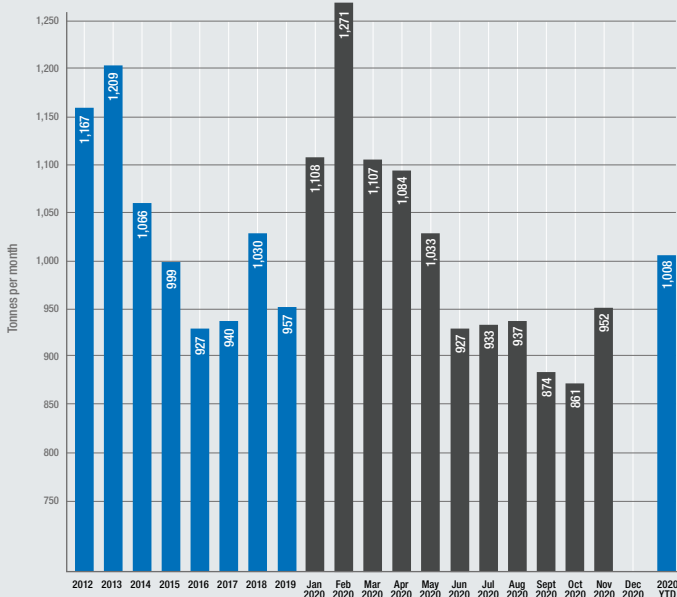
The Effective Metal Production is the total amount of hot metal tapped from the pots. It includes both hot metal tonnes delivered to Cast Products plus any reclaimed cold metal

DC ENERGY CONSUMPTION (kWh/t Al) ■ Yearly Actual ■ Monthly Actual



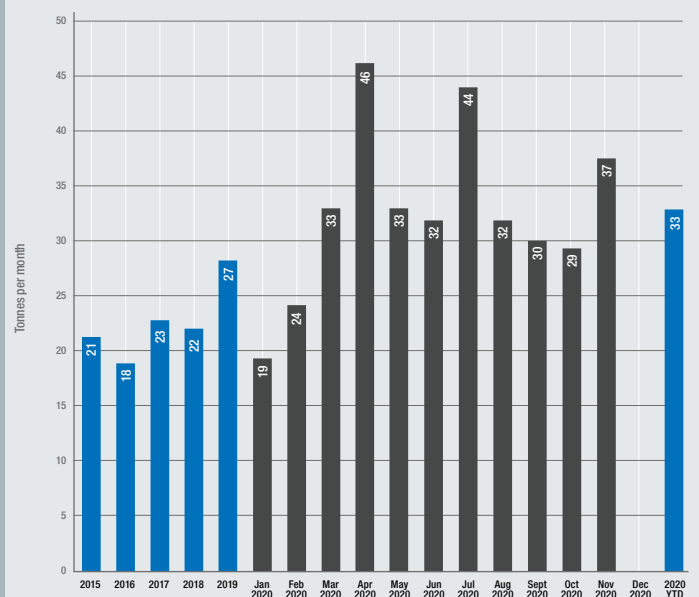
Energy Consumption measures how much power we use to make one tonne of aluminium. The lower this number the better!

IRON IN METAL (Fe ppm) ■ Yearly Actual ■ Monthly Actual



Iron in metal is our main measure of quality and purity. The lower the iron content is, the better.

HAZARD EVENT RATIO ■ Yearly Actual ■ Monthly Actual



The Hazard Event Ratio measures the number of injuries in proportion to the number of safety related events.