

HSE management

ZERO HARM TODAY

Our overarching priority is Zero Harm Today, to people and the environment. We want our people, and those we interact with through our activities, to be safe today and every day. And we strive to eliminate any adverse environmental impacts of our operations, or where this is not possible, minimise harm.

We are committed to maintaining a culture focused on Zero Harm Today, through strong leadership, management accountability, engagement and collaboration with our frontline people.

We engage and communicate with our frontline people on HSE matters in numerous ways. These include holding formal HSE training, daily pre-start meetings or shift hand-over meetings, more formal monthly HSE meetings at larger sites, Kaizen events for focus areas and improvement projects, and supervisors engaging with their teams on the job and through peer-to-peer observations.

Boral's CEO & Managing Director, the Group President Operations and divisional senior executives regularly spend time at our operations, which provides an opportunity to discuss safety and environmental management issues and challenges directly with site teams.

Our approach to HSE is underpinned by a robust strategy, systems, policies and processes, and a focus on continuing improvement.

Our people are responsible for abiding by our safety policies and standards. We take poor safety management or safety breaches very seriously.

In FY2019, 30 employees in Boral Australia and Boral North America were dismissed for poor safety management or breaches. Contractors and other service providers who breach Boral's safety policies or standards are also stood down.

HSE STRATEGY

Our priorities and approach to managing HSE are guided by our four Group-wide strategic objectives and supporting programs.



Objective 1	Objective 2	Objective 3	Objective 4
Capable and confident leaders	Engaged, empowered and competent workforce	Fit-for-purpose HSEQ systems and processes	Maintain our licence to operate and grow
Programs			
<ul style="list-style-type: none"> Leading Zero Harm Strategy 	<ul style="list-style-type: none"> Operationalise HSE Fitness for work and life Contractor safety and engagement 	<ul style="list-style-type: none"> Serious harm prevention Knowledge sharing Reporting and information Self-insurance Personal and property security 	<ul style="list-style-type: none"> Healthy workplaces Driver safety Regulatory and stakeholder engagement Climate-related impacts adaptation and resilience Environmental compliance

Each division is responsible for establishing and implementing their own HSE strategies and improvement plans, consistent with Boral's Group-wide HSE strategy.

In recent years, our HSE journey has been defined by applying a consistent strategy to deliver improved performance. We have focused on firmly establishing robust processes and improvement programs across the Group and engaging all our people, from business leaders through to frontline staff, to build a clear and shared understanding of our priorities and processes.

The continued improvement in Boral's HSE performance is testament to our people's commitment to consistently apply our systems and processes in practice.



HSE management

(continued)

HSEQ Management System

Boral's Group-wide Health, Safety, Environment and Quality Management System (HSEQ MS) provides the standards, guidelines and tools that enable us to improve performance. It establishes a robust governance framework, equips our businesses with standardised processes where appropriate, and affords operational teams flexibility on how they meet minimum requirements.

Our HSEQ MS incorporates a risk-based approach to supplier safety management. Any supplier who performs work on a Boral-controlled worksite is required to complete a formal Supplier Prequalification Program.

Oversight of the effectiveness and ongoing development of the system rests with the HSEQ MS Governance Council. The Council, comprising Group and divisional heads of HSEQ, meets quarterly to review and approve amendments to the system.

We engage with our workforce to drive continuous improvement in our HSEQ MS and ensure we use standards and tools that are practicable across our workplaces.

Our HSEQ MS enables us to certify operations to external standards. Certification is undertaken at sites where it is important to our customers and where it drives additional value beyond the equally high standards of our HSEQ MS. We have:

- ISO 9001 *Quality Management* certification at 365 sites in Boral Australia, 11 in USG Boral and four in Boral North America
- AS/NZS 4801 *Occupational health and safety management systems* certification at 38 locations in the Asphalt business, and

- ISO 14001 *Environmental management* certification at 26 Asphalt sites in NSW and Queensland, and six USG Boral sites.

Managing risks

To achieve our Zero Harm goal, we must embed effective risk management in everything we do.

We focus on identifying and eliminating conditions and behaviours that have the potential to injure people or harm the environment. This requires carefully planning activities, thoroughly assessing risks, following effective systems and processes, and investing in equipment and other improvements.

During FY2019, we revised our Safe Systems of Work program and associated training. The revised program will help our people make better, safer decisions as they plan and undertake tasks in a dynamic workplace.

The program more clearly articulates when to implement certain processes, with a different approach for routine work, non-routine work or designated high-risk activities.

We review and assess HSE issues and risks as part of due diligence processes on all potential acquisitions and, commensurate with HSE risks, new or expansion projects.

Following any acquisition, our integration process includes aligning the business's HSE systems and processes to at least meet our minimum requirements.

HSE incidents

For more serious HSE incidents, including near-miss events, we have a formal process to communicate, investigate and share safety learnings, with requirements tailored to the severity of the actual or potential consequence.

More serious HSE incidents are escalated to senior management, including the CEO & Managing Director. Incident review meetings are also held involving relevant divisional leaders, the Group President Operations, Group HSE Director and local line management.

Such events also require immediate notification to senior management, specialist investigators using the Incident Cause Analysis Method (ICAM) and the release of a HSE alert. The HSE alert notifies Boral sites of the incident, enabling them to consider if a similar risk exists at their site. This is typically undertaken through morning pre-start meetings.

After an investigation has been completed, HSE learnings that outline causal factors may also be shared with relevant sites.

Learnings that have broader organisational implications are discussed at cross-divisional meetings and, where appropriate, integrated into systems changes and training material.

Less serious HSE incidents are typically investigated locally and may be accompanied by a HSE alert.

TRAINING OUR PEOPLE

Providing our workforce with standardised training that aligns with our HSEQ standards is a key part of achieving an effective safety-driven culture.

Training ranges from inductions for all new staff to safe work practices, internal leadership courses, training for frontline managers, supervisors and operators, and behavioural-based programs.

In Boral Australia, our centralised training and compliance system, My Learning Space, helps our people manage their own learning and competency requirements, and enables managers to monitor this as a leading safety measure.

Our HSE policies include:

- **Work Health and Safety Policy**
- **Environment Policy**
- **Quality Policy**

