

# Customers and sustainable products

We have tens of thousands of customers across our global operations, and we play a central role in providing the building products and construction materials that enable our customers to build the homes and cities of tomorrow.



**Across our three divisions, we supply products to a wide range of customers, from people renovating their homes through to large-scale builders and commercial developers.**

Through our integrated construction materials business in Australia, we also supply to major infrastructure projects that require complex and highly technical solutions. And through our Fly Ash business in the USA, we are helping cement and concrete producers deliver construction materials that perform better and produce fewer carbon emissions.

As construction technologies and the needs of our customers evolve, we will strive to remain at the forefront of new developments, and to deliver high-quality, innovative solutions and sustainable products.

### Boral's concrete innovations

Boral's concrete solutions address specific engineering, design and sustainability needs over and above the capability of conventional concrete available in the market. Some examples of our advanced concretes are ENVISIA®, Aspire® and Enflo®.

ENVISIA® lower carbon concrete meets the targets of the Infrastructure Sustainability Council of Australia (ISCA) and helps the construction industry achieve higher Green Star ratings on projects assessed by the Green Building Council of Australia.

In addition to its lower carbon qualities, achieving a cement replacement of up to 65%, ENVISIA® provides other valuable benefits including high flexural strength, low shrinkage and high durability. This combination of qualities led to Boral being selected to supply to the Crown Sydney project at Barangaroo in NSW.

Its durability and sustainability led to the Queensland Department of Transport and Main Roads approving the ENVISIA® binder system, enabling us to supply it for Queensland infrastructure projects.

Aspire® is a very high-strength concrete specifically developed to maximise concrete stiffness. This allows designers to maximise floor space by incorporating thinner vertical elements in commercial and high-rise buildings. Aspire® also has a lower overall Portland cement content compared to equivalent high-strength concrete.

The new 50-storey Suncorp headquarters in Brisbane will be built with ENVISIA® and Aspire® over FY2020–21.

Enflo® is concrete that self compacts, enabling our customers to place concrete faster without the need for vibration to compact or consolidate, saving labour and time.

### Plasterboard solutions

Launched in 2018, USG Boral's new Ensemble™ Acoustical Plasterboard Ceiling is an innovative solution for interior ceilings that combines the seamless look of plasterboard with acoustical properties.

USG Boral is also continuing to progress plant trials and product development to successfully adapt the USG-developed Sheetrock® EcoSmart Panels technology to local markets.

We are focusing initially on selected geographies including Australia, where we are optimising the process and formulations to suit Australia's thinner boards, and identifying opportunities to further lower material costs.

### High-recycled-content exterior cladding

Boral North America's poly-ash TruExterior® Siding & Trim products offer the look of wood while surpassing the durability and workability of timber and alternative products. The products are certified by SCS Global as being manufactured using 70% recycled materials (fly ash) and are Cradle to Cradle Certified™.



## IMPROVING THE CUSTOMER EXPERIENCE

In Boral Australia, our Customer Experience program is focused on delivering better outcomes for our customers and our business.

To help us understand how we can better serve our customers, we are strengthening the methods we use to capture customer feedback. This year, Boral Australia introduced customer surveys and began reporting three types of Net Promoter Score (NPS): an Interaction, Episode and Strategic score.

We monitor our Interaction NPS on a daily basis across a number of product lines, gathering feedback on individual customer interactions. This enables our teams to respond to any negative NPS scores quickly and proactively, so we can implement improvement measures and make our customers' next interaction with Boral a positive experience.

Our Boral Concrete business has engaged with a broad cross-section of customers and non-customers to obtain feedback on a strategic level, and for each step of the customer journey. This data will establish a baseline NPS and form the basis of internal targets for improving our customers' experiences.

During the year, Boral North America has focused on cross-branding and providing a single entry point for our Boral North America suite of building products.

In USG Boral, our new customer-centric improvement program is underway. The initiative includes a focus on optimising our value propositions through improved customer segmentation. This has already led us to roll out several new products and systems, including EasiFinish™ in emerging markets in Asia.

### Boral Connects

Making it easier for customers to deal with us is at the heart of Boral Australia's new customer portal, Boral Connects.

Our portal makes our interactions more transparent to our customers, and saves customers' time when dealing with Boral, by allowing them to view, confirm or cancel orders online. Customers can also view the expected time of arrival of their orders in near real time, enabling them to more effectively manage their job site.

This new digital channel is making it easier for our customers to work with us, allowing them to use self-service rather than call our customer service centre. It is also reducing our customer support costs.



Louise Keyte, General Manager Technology Execution, Innovation Factory, NSW

## PRODUCT STEWARDSHIP

We are committed to responsibly managing the health, safety, environmental and social aspects of our products, from the product development phase through to its end of life.

In FY2019, we established a Boral Product Stewardship Network to oversee the implementation of all activities governed by the Boral Product Stewardship Framework and Boral Product Stewardship Standard. Sponsored by the Group HSE Director, the network consists of representatives from each of Boral's divisions and meets at least three times a year.

The Boral Product Stewardship Framework is focused on managing risks across the life cycle of our products, and provides a consistent approach across the Group.

Boral's Product Stewardship Standard, within our HSEQ MS, requires all new or modified products to have a documented assessment of HSEQ risks. The standard also outlines minimum requirements for handling and using products, in the form of Safety Data Sheets, product labelling and Safe Work Method Statements.

## INVESTING IN INNOVATION

In FY2019, we invested about \$30 million in research and development (R&D) across our three innovation centres in the USA, Australia and Thailand. Our Innovation teams are helping Boral deliver superior building products and construction materials to better serve our customers and develop new markets.

At our Innovation Factory in Maldon, NSW, we are focused on R&D in cement, concrete and alternative binders with a lower carbon footprint and improved properties for customers. The team recently developed and commercialised the Aspire® high-performance concrete.

At our North America Innovation Factory in San Antonio, Texas, our efforts are focused on developing the next generation of composite materials for the Stone, Roofing and Lightweight Building Products businesses. These product solutions aim to provide superior performance compared to conventional products, and will also incorporate recycled content.

USG Boral's R&D Centre in Saraburi, Thailand, is using world-class technologies to develop innovative products and systems that address market needs and deliver superior performance.

## SUPPORTING A CIRCULAR ECONOMY

Boral Asphalt, in partnership with the City of Canning in Western Australia, trialled a new asphalt product containing four different types of recycled materials that were likely headed to landfill. This follows a successful trial of using plastic in asphalt in Stockton, NSW, earlier this year. The recycled materials used in a suburban street included asphalt pavement, tyres, glass and plastic bottles.

The transition to offering sustainable recycled products within our suite of asphalt mixes presents a significant opportunity to reduce the amount of waste sent to landfill and to support a circular economy approach.