A DAY IN THE LIFE
OF USG BORAL
ARCHITECTURAL SERVICES

Q&A WITH ROBERT
LINANE FOR NSW
MAJOR PROJECTS

AN UPDATE ON OUR
HEADWATERS INTEGRATION

ZERO HARM TODAY
Stories from across the business

MAJOR PROJECTS
THAT SHAPE A NATION
Australia’s infrastructure investment wave
Weather can be our friend or our enemy

The media response to Boral’s trading update at our Annual General Meeting on 2 November is best characterised by *The Australian Financial Review* which reported that “the weather gods have been kind and cruel to building supplies giant Boral”.

In the three months to the end of September, Boral benefited from an unprecedented period of continuous construction activity in New South Wales and Queensland due to the exceptionally dry weather. As a result, Boral Australia delivered better than expected first quarter earnings.

Meanwhile, Hurricanes Harvey in Texas and Irma in Florida, along with associated wet weather in the Southern and Eastern states of the USA, negatively impacted Boral North America’s first quarter by an estimated US$5-US$10 million. Our people were all safe and we did not sustain significant damage to our plants, but we did experience minor flooding, power outages, supply chain interruptions and delays in construction activity.

Just as the hurricane-related floods were receding, wild fires in October were devastating the West Coast of the USA. This caused several days of disruption in our manufactured stone plant in the Napa Valley as well as the construction market more broadly.

The nature of our business requires us to be responsive and flexible to weather on a daily basis. We maximise opportunities in dry weather, and when the weather is not conducive, we need to be safe and be patient. In some cases, we also need to prepare to respond to rebuilding efforts.

Taking a longer-term focus, we recently completed a strategic review of our climate-related risks and opportunities across Boral. The outcomes of the review are being used to inform our strategies and plans. You can read more about this in our 2017 Sustainability Report in the Boral Review.

As we approach the end of year holiday season, please stay safe wherever you are, whatever the weather.

Mike Kane
CEO & Managing Director
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Five interesting projects across Boral

Our block business supplied 50,000 oversized concrete masonry blocks for St. James Place office tower, Houston, Texas

Boral’s Designer Ceramic Shingle™ roof tiles feature on the façade of this home in Melbourne, Victoria

USG Boral supplied metal grid and ceiling tiles for the new Sale Lane commercial building in Auckland, New Zealand

Boral’s low carbon ENVISIA® concrete used in unique 99-domed ceiling of Punchbowl Mosque, Sydney, NSW

This San Francisco, California, apartment features Boral TruExterior® Siding in Channel Bevel profile

Recognised for innovation at Australian industry awards

Boral picked up four wins in the Health & Safety Innovation category at this year’s state Cement Concrete & Aggregates Australia (CCAA) awards. We took home the award in Queensland, Victoria, South Australia and NSW, and will now compete for the CCAA National Awards in 2018.

In Queensland, Boral Logistics won for improving safety on tipper trucks using visual aids. Across the state, tailgate lock indicator lights are being installed on semi-and dog trailers, helping drivers confirm the position of the tailgate lock before elevating their tipper bins.

In Victoria, the North Melbourne concrete plant won for its mobile silo for storing bulk silica fume and delivering it into the back of agitators, which eliminates manual handling.

We also picked up the Community Leadership Award in Victoria, which recognised the partnership between Deer Park Quarry and the neighbouring women’s correctional facility, whose inmates planted 8,000 plants on the quarry’s earth bund.

In South Australia, Boral Concrete won for the Safety Agi Wand which reduces the risk of agitator trucks colliding with power lines when discharging concrete. Boral also won the Environmental Innovation Award for the Murray Bridge Quarry site’s solar electricity installation and reuse of rainwater, making the site self-sufficient for energy and water.

And in NSW, Boral Logistics won for the new 10x1 concrete agitator truck with improved roll stability. Our Marulan South sites also took home the Community Leadership Award for their comprehensive Stakeholder Engagement Planning Program around the Peppertree and Marulan quarries. Well done to all!

Boral’s 2017 Sustainability Report

Published as part of the Boral Review in September, Boral’s 2017 Sustainability Report features annual reported data on our workforce, health and safety management and performance, environmental reporting, including energy usage and emissions, and our value chain and innovation work. You can access it at www.boral.com/Annual_Reports

USG Boral head office moving to Singapore

Part of USG Boral’s corporate head office is on the move and will settle into a new Singapore office space by the end of 2017. Those moving include CEO Frederic de Rougemont and the Senior Vice Presidents of Asia and Middle East, human resources, technical, legal, marketing and sales, research and development, and finance.

Other staff will continue to be based in the Kuala Lumpur, Malaysia office.

“The move will continue to build the reputation of USG Boral as a leading international corporation in the Asia Pacific region and our attractiveness as an employer brand,” said Frederic. “It reinforces the visibility of USG Boral in the eyes of the construction designers and decision makers.”
Eldorado Stone with wood look and feel

In North America, Eldorado Stone – a Headwaters brand – this year introduced the new Vintage Ranch® wood plank stone range of interior and exterior cladding.

With a reclaimed barn wood look, the range comprises hand-selected boards in 2-, 4- and 6-inch heights with subtle depth variations, inspired by the rich colour tones and textures of naturally weathered wood.

Vintage Ranch® has been designed as an easy-to-install panelised system and is available across the USA and Canada in four colours with the authentic look and feel of oak, Douglas fir and pine.

New online landscaping shop

Boral Australia’s first e-commerce site is up and running with the launch of Boral Masonry’s online store for pavers, retaining walls and accessories.

Available for customers in NSW, Victoria, South Australia and Queensland, the mobile-friendly site features the full product range, a product comparing tool, and a calculator to help customers determine the number of pavers or retaining wall blocks required for their area. See landscaping.nsw.boral.com.au and select your state.

Engineered hardwood flooring: new wide board

Boral’s growing range of engineered hardwood flooring brings the sophistication and warmth of real timber to a home. Produced from a range of Australian hardwood timber species, our engineered flooring provides a stable timber floor with easy installation over a number of surfaces.

It’s supplied Australia-wide in two widths – 134mm and the new 186mm wide board which was launched in the popular Blackbutt and Spotted Gum species.

Online presence refreshed!

Boral Australia has launched a new mobile-responsive website, offering an invigorated user experience.

The new site integrates our customer relationship management and e-commerce systems, and showcases Boral’s products and services, major projects and news in a more engaging, easier-to-navigate way. Check it out at boral.com.au.

In light of our growing international presence, Boral also has a new standalone corporate website with information about Boral Limited and our divisions, including corporate news and announcements and shareholder information. See boral.com.
Our new Diversity & Inclusion Council

New members of Boral’s Diversity & Inclusion Council were announced in October, with 12 senior executives from across Australia representing our diverse geographies and businesses.

Chaired by Wayne Manners, Executive General Manager of WA/NT and Building Products in Australia, the Diversity & Inclusion Council comprises:

- Kathy Mackay, Diversity & Inclusion Project Manager, Boral Corporate
- David Bolton, General Manager Quarries, NSW/ACT
- Tim Oudenryn, General Manager Asphalt, Southern Region
- James Cuthbert, General Manager Allens Asphalt, Queensland
- Louise Keyte, National R&D Manager, Innovation Factory
- Sian Yates, General Manager HR, Queensland
- John Simpson, General Manager Contracts, WA/NT
- Paul Connor, National Finance Manager, Boral Australia
- Kathleen Mackay, Head of Digital Delivery, Boral Digital Solutions
- Peter Andriopoulos, Group Procurement Manager, Boral Australia
- Sarah Palmer, Project Director – Capital Projects, Boral Australia
- Susan Lewis, Planning & Development Manager, SA, Boral Property Group
- Paolo Spinetti, National HSE Manager, USG Boral Australia.

The council will continue to be responsible for initiatives across the country, including diversity and inclusion awareness sessions and unconscious knowledge education.

Planting the STEM seed

As part of an industry effort to attract future talent, Boral teams across NSW have been working with high schools and universities on initiatives focusing on science, technology, engineering and mathematics faculties, collectively known as STEM.

These included the Knox Grammar School STEM Expo in July, where students were impressed by National R&D Manager Louise Keyte’s TED-style talk about her path to Boral’s Innovation Factory.

In September Boral hosted teachers from Roseville College on site tours of several construction materials businesses, including Peppertree Quarry, Berima Cement Works, recycling at Widemere and the Materials Technical Services laboratory in Baulkham Hills.

Boral is working with Downer Group, Aurecon and external agency A-HA on the ‘school to industry’ program. For more information contact Group Learning Manager Kathy Mackay.

QLD employees win national asphalt awards

The Australian Asphalt Pavement Association (AAPA) honoured two Boral employees in Queensland at its national awards night in August.

Brisbane Metropolitan Crew Supervisor Ian Kirby won the inaugural award for Road Worker of the Year, and North Queensland Contracting Operations Manager Paul Horn took home the Emerging Leader Award. Their success at the national awards followed wins in their respective categories in the state awards earlier in the year.

Also clocking up wins in the state awards were Melbourne Metropolitan Asphalt Foreman Tony Razmovski for Victoria’s Road Worker of the Year and Boral’s overlay works on the Tullamarine Freeway Widening Project for the state’s Outstanding Project Award.

It was a hat-trick in South Australia with Spray Asphalt Contracting Supervisor Larry Bergsma winning Road Worker of the Year, Contracting Operations Manager Jack Arnold taking out the Emerging Leader Award and Gepps Cross plant manager Anthony Serpo winning the Safety Initiative award. Congratulations to all!
In the Southern Highlands of New South Wales, mining has been underway for more than a century, especially in the area surrounding the historic village of Berrima.

The Berrima Colliery is a small mine that had been in operation for about 50 years before Boral acquired it in 1987. We used the coal extracted here for our cement making operations nearby – until 2013 when the company decided to source coal elsewhere.

The colliery was placed into a care and maintenance regime, while Boral worked on a plan to close it down permanently, which takes time and much planning.

Groundwater naturally flows through the area where the mine is located. In the past when the site was being mined, the groundwater was continuously pumped out of the mine to allow safe access, exiting via an installed ‘adit’ into the Wingecarribee River. Even though dewatering has ceased, the natural process of groundwater flows continues.

As was the case when the mine was operating, since 2013 Boral has undertaken regular and comprehensive monitoring and testing of the quality of the water coming out of the mine, as part of the ongoing program to close it down permanently.

We do this in close collaboration with the NSW Environment Protection Authority (EPA), the Department of Planning & Environment (Resources & Geosciences), state-owned water supplier WaterNSW and the Department of Primary Industries (DPI) Water.

According to Ross Harper, Boral Cement’s Executive General Manager, the monitoring has consistently found that the water from the mine complies with all Boral’s licence conditions and approvals.

“It’s not waste and hasn’t been contaminated,” Ross said. “However, in recent months tests have detected an increase in the concentration of some naturally-occurring minerals in the river water below the discharge point, exacerbated by extremely low rainfall in the catchment.”

In response, Boral has announced a package of measures designed to improve the monitoring and management of water quality at the site. These include the establishment of a panel of respected mining and environmental experts to provide recommendations and practical solutions.

Other initiatives include:

- Increasing the extent and frequency of water quality monitoring and testing along the river, beyond Boral’s pre-established monitoring and licence regime
- Publishing the results of the additional testing on our website to ensure ongoing transparency
- Further engagement with the local community to ensure they are informed of developments in a timely way
- A review of water treatment options for consideration by the NSW EPA and other state authorities, for short- and long-term water management solutions.

“Boral aims to close the mine for good, but in any case, we are adamant that solutions will be environmentally sustainable,” said Ross. “We’ve been consulting with the community and its representatives about the best ways to protect the river and we’ll continue to do so through this process.”

In the Southern Highlands of New South Wales, mining has been underway for more than a century, especially in the area surrounding the historic village of Berrima.
More than six months into the Headwaters integration process, Boral North America is forging ahead and bringing together our complementary businesses in the region.

Boral North America is on track to realise synergies of US$30-35 million for FY2018, with good progress made to date.

Our teams in North America have undertaken a flurry of activity on all fronts, including safety, organisational design, operations, supply chain, transportation, finance, and sales and marketing.

Here’s an update from those on the ground and those who have visited in recent months.

“We’re encouraged by the genuine enthusiasm among our people. They’re now in a position to offer customers a broader suite of quality products and services backed by a national network and leading technical capability.”

Dr Brian Clark, Chairman, Boral

“I am thankful to our new Headwaters colleagues for embracing our Zero Harm Today goal. And I appreciate the open discussions on current health, safety and environment practices and the genuine enthusiasm to share and adopt new practices that reduce both the potential for and consequence of harm in our workplaces.”

Michael Wilson, Group Health, Safety and Environment Director, Boral
“We’ve witnessed extraordinary change across the businesses. This could not have occurred without all areas of the business being engaged and receptive to doing things differently. Our people have, and will continue to, execute a successful integration.”

David Mariner, President and CEO, Boral North America

“We now have several months under our belt and, looking deeply inside the business, we’re seeing opportunities and synergies beyond what we expected.”

Mike Kane, CEO and Managing Director, Boral

“Both organisations had a rich history of being the first to either create or capitalise on new products and services within their space. The acquisition should act as a catalyst for further innovation.”

Jonathan Wierengo, VP of Marketing and Sales Support, Boral Light Building Products

“The Australian fund managers and analysts who spent time with the North American team and visiting our operations were clearly impressed. Many analysts have ‘buy’ recommendations on the stock, seeing strong upside potential.”

Kylie FitzGerald, Group Communications & Investor Relations Director, Boral

“It’s been very encouraging to see our leadership’s commitment to a safe and clean work environment.”

Matt Perreault, General Manager, Boral Concrete Products, Alleyton, Texas

Investors and analysts with Mike Kane at the Boral North America site visit in September
With construction activity booming in New South Wales, Boral Australia’s Robert Linane is busy on the ground, working with our Concrete and Quarries teams to develop solutions for customers. As Business Development Manager – Sales, NSW/ACT, he’s been a driving force behind major projects for many years. Boral News spoke to Robert about his career, customers and contribution to major projects.

BORAL NEWS: Tell us about your 30-plus years with the company.
ROBERT LINANE: I started in sales at what was then Ready-Mix Concrete Industries. My first job was to take over a number of accounts nobody else wanted, for one reason or another, and make them work for the company. It was challenging but a great experience.

Over the years, as various companies merged to eventually form Boral’s construction materials division, I worked across the businesses in sales and sales management. I also spent five years in operational management roles as area manager and operations manager for concrete production, which included technical and sales aspects.

Thirty years later, I’m the Business Development Manager – Sales, NSW/ACT for concrete and quarry products, working with a great team that looks after customers across the spectrum – from small companies to large infrastructure groups.

BN: What’s been the highlight of your time at Boral?
RL: The people. I know it sounds like a cliché but that’s what makes Boral different and why I’ve been here for three decades – and others have been here even longer. Boral has always been able to attract the best people and that’s because of the culture of the place.

The company has changed over that time. We’re now more efficient, our businesses have grown, our attitude and approach to workplace safety has improved significantly and we’re using more technology than ever before. But at the heart of it, the team culture hasn’t changed – everyone’s there to support each other and to provide customers with the best value we can.

BN: How has the concrete and quarries business changed over the years?
RL: Over the past ten years and particularly in the last three-to-five years, asset owners – whether they’re developers, state authorities or local councils – have
focused more on sustainability and durability. The expectations for our products have increased significantly with clients now requiring products to have design lives of up to a hundred years. And they want minimum maintenance and intervention.

As a result designers are specifying tighter requirements on concrete and quarry producers. New criteria have been introduced to specifications to provide designers with the confidence that the concrete and quarry products will meet the design intent.

Boral’s technical team is at the forefront of these changes and many designers rely on our team’s knowledge to help develop their specifications.

Concrete technology plays a very big part in the offers we make for projects like the Sydney Metro. Technology developments in concrete components – cement, admixtures and aggregates – have come a long way in the past ten years. Our new Peppertree Quarry is a great example of cutting-edge quarry technology which provides us with a unique advantage over our competitors.

The clients are much tougher now around specifications to ensure the materials comply with their requirements. The demands on our know-how and skills are also greater, which means that from my perspective as Business Development Manager, we’ve become much more strategic in the type of work we tend to.

BN: What are some of the unique challenges of working on major projects?
RL: We’re finding that because of our reputation and expertise, our customers increasingly expect us to provide cutting-edge solutions.

For example, architects and engineers are constantly pushing the envelope when it comes to design and what they expect concrete and other construction materials to be able to deliver.

And our job is to make sure we provide them with solutions; that we have the right products to make their designs come true.

There’s nothing more satisfying in my view than going to see a customer and offering them a solution, telling them that, “Yes, our team can do it.”

BN: What innovations have you seen recently in the major projects space?
RL: Technology is playing a bigger part in everything we do and that will probably accelerate.

On the client’s side, it’s been about sustainability and the carbon footprint of products as well as requirements for zero harm and workforce diversity. The Green Building Council and Infrastructure Sustainability Council of Australia have provided the industry with rating tools to assess projects, and therefore products, for sustainability.

Boral produces many sustainable products, such as asphalt products using reclaimed asphalt pavement (RAP) material, low energy asphalt, ENVISIA® low carbon concrete and recycled construction materials. In Sydney the products made from recycled concrete have replaced much of the natural road base products and drainage materials that quarries historically sold to that market.

We rely heavily on our technical teams to come up with the right mixtures of concrete and quarry products, and we work closely with operational teams to create blends to meet client specifications.

BN: What’s the most satisfying part of dealing with customers? How do you ensure we’re number one for our customers?
RL: We have a really good team in New South Wales – they really are industry leaders – and this makes the selling process much easier because we have something I don’t think our competitors have: a great team focused on delivering value.

Our customers know and appreciate this, but you have to work at it. Constantly.

It’s a combination of our products, our reliability, our approach to innovation and of course, the expertise and skills of our team.

We find that we tend to end up working with customers that have a similar culture to ours and a shared vision.

BN: There’s an exciting pipeline of infrastructure projects, especially in NSW. What does it mean to you that Boral is contributing to building these projects?
RL: There’s a great deal of personal satisfaction involved. Most people drive on a new road or a new bridge or by a new building and see only the aesthetics. I drive by and I can also feel the work, the team effort and sometimes the pain that’s gone into those projects and into getting them right.

It’s always satisfying to be able to point out projects to family or friends and say, “I had something to do with that.”

BN: What do you like to do in your spare time?
RL: Apart from spending time with my family and friends, I get to the gym regularly; it’s a great way to work out your stress! I like to travel and experience different cultures and their food. I enjoy photographing those experiences. And when I have the time, I like to read, mainly technical articles – what my wife calls the “boring stuff”.

BN: What’s the best advice you’ve ever received?
RL: Many years ago, when I was playing rugby with my local team, the coach called everyone together. We were all doing alright as individual players but we still didn’t win many matches. The coach said: “The only way we’re going to start winning is if we start playing as a team. There’s no I in team. I have always remembered that.”

It’s always satisfying to be able to point out projects to family or friends and say, “I had something to do with that.”
Australia’s infrastructure investment wave

BORAL’S MAJOR PROJECTS CAPABILITY
Australia’s growing population is helping to drive a boom in infrastructure investment, especially in road and rail. Boral News takes a look at some of the major infrastructure projects we’re currently supplying and how we’re helping to build the future.

With Australia’s major cities becoming more populated, governments are investing heavily in transport infrastructure to reduce congestion and improve productivity, as well as better connect major regional centres to our capital cities.

The Federal Government’s 2017-18 Budget committed A$75 billion over the next 10 years for significant infrastructure investments, with a number of major roads, highways and rail projects already underway. And with state governments kicking in additional funding, the infrastructure pipeline is well and truly swelling – and Boral is ready to ride the wave.

“Our national presence and integrated construction materials business means we’re well positioned to supply materials to infrastructure activity across the country,” said Joe Goss, Boral Australia’s Divisional Chief Executive. “We’ve successfully weathered the transition from the resources boom to the recent housing peak, and while multi-residential housing construction is slowing, we’re already supplying materials to major infrastructure projects.”

Approximately A$9 billion was spent on major transport infrastructure projects in the 12 months to 30 June 2017, according to building and construction industry researcher Macromonitor. This activity is expected to peak in 2019-20 and stay strong for years to come. Most of the projects valued at more than A$500 million are located on Australia’s east coast, where Boral has its strongest presence.

“We’ve had some good wins in NSW and Queensland,” said Wayne Manners, Executive General Manager for Western Australia and Northern Territory, who also heads up Boral’s major projects office. “All our teams across Australia are doing an excellent job of working with our customers to develop solutions and secure materials supply to major projects. Most importantly, they’re delivering on large, complex projects, which is strengthening our reputation in the marketplace.”

The legacy of expertise gained from working on large, highly technical oil and gas projects – like the remotely-located LNG projects in Wheatstone, Western Australia, and Curtis Island, Queensland – has “laid the foundation of Boral’s technical expertise in major projects, particularly in the areas of logistics, planning, technical solutions, safety and project execution,” added Wayne.

And of course it couldn’t be done without our people. Our major projects efforts bring together Boral’s experts in project and supply chain management, materials technology and innovation, and client relationship management, all supported by a dedicated Project Management Office (PMO).
Proven major projects capability – NorthConnex, NSW

This expertise helped us win the NorthConnex contract: more than 500,000 cubic metres of concrete for the longest road tunnel project in Australia, designed and built by the Lendlease Bouygues joint venture.

Comprising two nine-kilometre tunnels in Sydney’s north, it is designed to ease traffic on one of the city’s most congested roads when complete in 2019.

Boral’s Project Director on NorthConnex Andrew Legge is no stranger to these major and complex undertakings, having previously headed up our supply of concrete to the Wheatstone LNG Project, as well as being Boral’s PMO General Manager before that. He relishes the challenge of coordinating the supply of around 50 concrete products to nine sub-project sites on the A$3 billion NorthConnex project.

“Our peak volumes are just about to begin as the tunnel lining activities accelerate,” said Andrew, about 18 months after the first loads of concrete were supplied in March 2016.

To date Boral has supplied about 100,000 cubic metres of concrete from a dedicated on-site mobile batch plant at Mount Ku-ring-gai near the northern end of the motorway construction, as well as from our fixed plant at Blacktown in Sydney’s west, supplying the southern section.

The mobile plant – which was relocated from Sydney’s Barangaroo development – is currently operating 24 hours a day, seven days a week to supply up to 200 cubic metres of concrete per hour at the northern section of NorthConnex.

“I’m proud of the reputation we’re building in major projects,” said Andrew. “Our approach over the last five years has been to recognise the additional challenges in safety, quality, document control and other areas, and resource them appropriately.”

His NorthConnex project team comprises seven full-time employees managing production, technical matters, safety, the mobile plant, fleet and administration for what Andrew describes as “essentially, a one concrete plant operation”.

His NorthConnex project team comprises seven full-time employees managing production, technical matters, safety, the mobile plant, fleet and administration for what Andrew describes as “essentially, a one concrete plant operation”.

He adds, “More and more, I believe clients are turning to Boral on projects that present technical challenges because they recognise the depth of our industry-leading technical team led by National Technical Manager, Concrete David Hocking.”
Integrated supply chain – Gateway Upgrade North project, Queensland

Our customer service also featured in our win on the Gateway Upgrade North project in Brisbane. We won the entire 520,000-tonne asphalt supply package on the motorway upgrade after extensive engagement with principal contractor Lendlease on their resource requirements and project delivery timeline.

“I believe we offered superior value in terms of experience on similar-scale projects, proven track record, quality of the delivery team and crew capability, and our fixed and mobile plant capacity,” said Boral’s General Manager – Asphalt (QLD) Rob McGuire.

Boral is the sole asphalt contractor on the A$1.143 billion project, which is jointly funded by the Australian Government (A$914.18 million) and Queensland Government (A$228.54 million) on an 80:20 split. The project is upgrading a critical transport corridor that services the airport and port, with project works designed to reduce the current congestion, improve road safety and increase the efficiency of this major motorway network.

Due to a condensed construction program and monthly demand of up to 50,000 tonnes of asphalt, Boral established a mobile asphalt plant at nearby Eagle Farm to supply the project, supplemented by our fixed plants at Whinstanes and Redbank Plains.

“Winning the work after spending over a year in the tendering phase was very satisfying,” he said. Boral’s technical knowledge and the ability to perform these trials and tests before a contract was awarded helped de-risk the process for the client at an early stage of the project.”

Boral secured contracts to supply more than 180,000 cubic metres of concrete to the project. Approximately 87,000 cubic metres of highly specified concrete with superior fire resistance will be supplied from a purpose-built mobile batch plant to form 60,000 precast segments which will line twin tunnels. These eight-kilometre tunnels will connect with existing rail services and when complete in 2020, will more than halve the current travel time from the city to Forrestfield and the airport in the east of Perth.

Building on the initial relationship with SI-NRW, Boral is also supplying 93,000 cubic metres of concrete for the construction of two underground and one above-ground rail stations and associated structures, and commenced this work in November 2016.
A partnership approach – Northern Connector, South Australia

Boral is also supplying asphalt to Lendlease in the north of Adelaide for the Northern Connector road project, a critical part of the North-South Corridor which is one of the city’s most important transport corridors.

When complete in 2019, the Northern Connector will link major transport routes and improve access to the port and industrial areas in Adelaide’s north and northwest, as well as improve road safety and commuting times for those in the northern suburbs.

For uninterrupted, secure supply of the high quality aggregates required, Boral is able to draw on our strong quarry position and integrated logistics network in Brisbane, with supply primarily from Ormeau Quarry and back-up from West Burleigh Quarry.

With the asphalt work being critical to key milestone dates for traffic movements around the brownfield construction, Rob says time pressures and numerous small volume areas are challenges on the project, necessitating multiple asphalt crews working at any one time – up to five crews in peak times.

“We responded by ensuring we have an experienced and well-resourced project team who are well equipped to deal with and respond to the client’s requirements,” said Rob. The team has daily and weekly program meetings, fortnightly project manager meetings and monthly project health checks with a leadership group from both Lendlease and Boral.

As of October 2017 we have supplied and laid about 220,000 tonnes of asphalt, with the project set to be finished in mid-2018.

“This project presents an excellent opportunity for Boral to contribute to and deliver social and economic outcomes for the northern Adelaide region.”

Having engaged with the head contractor Lendlease since early 2016, we recently won the contract to supply 150,000 tonnes of asphalt for the interchanges and on and off ramps of the 15.5-kilometre motorway. Boral is also supplying fill material, ballast and other quarry materials to the project.

“We’ve taken a partnership approach with Lendlease,” said Eric Rossi, Business Development Manager, Asphalt, detailing the commitments made to upgrade parts of our Gepps Cross fixed asphalt plant. “We’ve increased plant capacity and the variety of products we can produce, in preparation to supply the project from the first half of 2018.”

And it wasn’t just our high safety standards or good track record with Lendlease and the state government that positioned us as a preferred supplier on the project. In the wake of the decline of manufacturing industries in the state, a key project focus was to maximise opportunities for northern Adelaide job seekers.

With the strong local presence around our Gepps Cross plant and quarry locations in the north of Adelaide, Boral is already an established part of the northern suburbs industries and communities, which will strengthen when asphalt crews are assembled in 2018.

“We strongly believe in local industry participation, including Indigenous employment,” said Boral’s State Manager – Asphalt, David Boots. “This project presents an excellent opportunity for Boral to contribute to and deliver social and economic outcomes for the northern Adelaide region.”
Boral’s major projects experts are looking out to the horizon for projects in the near and longer term. Deeper into the pipeline there are a number of nationally significant investments flagged by the Federal Government which provide exciting opportunities for Boral and our integrated network, including the Melbourne to Brisbane Inland Rail project.

In preparation for the Inland Rail tendering process which is expected to start in 2018, Boral has already appointed a project manager for the massive A$8.4 billion project.

Our extensive quarry network and integrated supply chain logistics position us favourably for this project, which will use substantial amounts of concrete and quarry materials as rail track ballast over the 1,700 kilometres from Melbourne to Brisbane via central west NSW. Playing to our strengths on the east coast, early research and planning for materials supply across three states has commenced.

On the client side, the future is looking more diverse with a notable increase in international contractors bidding for and winning contracts on major Australian infrastructure projects, introducing a unique set challenges and opportunities, said Wayne. “We spend more time and effort engaging with international contractors initially, especially when it’s our first project together,” he said. “But it gives us the opportunity to broaden our views and learn from our international partners on global best practice.”

This aligns with what the Federal Government has said: “…we must be smarter and more open to new ways of providing transport capacity... while ensuring transport infrastructure is positioned to adapt to the changing demands of the future.” As we ride the current wave of infrastructure investment across the country, more than ever Boral is helping Australia to Build something great.

“Boral is the benchmark option for materials supply on major projects – and we aim to keep it that way.”

Wayne Manners, Executive General Manager WA/NT and Boral Building Products, and Chair of Boral Australia’s Project Management Office
“Every employee, contractor and visitor has a fundamental right to not be harmed. Every family has the right to see their loved ones arrive home unharmed at the end of the day. We will never rest when it comes to safety. It remains our highest priority, embedded in our business strategy and everything we do.”

Mike Kane, CEO & Managing Director, Boral Limited in his address at our Annual General Meeting on 2 November 2017

Collaborating with Habitat for Humanity on safety

As part of Boral’s partnership with Habitat for Humanity, we are collaborating with construction and planning staff from Habitat for Humanity Indonesia to share our safety expertise.

With first-hand experience in helping Habitat build homes in rural communities of Indonesia, Boral and USG Boral acknowledge the cultural differences in the understanding of and approach to safety. With that in mind, USG Boral Indonesia began a safety conversation with Habitat Indonesia at our Cilegon plasterboard plant in June, exploring how Habitat could implement new safety measures and the importance of personal protective equipment (PPE).

A second session was held at the Gresik plant with team members from Habitat’s Surabaya branch in August, looking at hands-on safety practices like three points of contact and Safe Work Method Statements.

The safety conversations are feeding through to the local house-building volunteer days. With PPE donated by USG Boral, we’re proud that our focus on Zero Harm Today can help Habitat build community resilience more safely.

16 months Zero Harm for Cement Logistics

Boral Cement Supply Chain & Logistics – comprising more than 80 employees at multiple sites – achieved 16 months Zero Harm as at the end of August 2017.

By encouraging employees to identify hazards and near miss incidents, our site managers demonstrate safety leadership relentlessly, said Acting General Manager – Logistics Garry Murphy. “It is a mighty achievement. It is testament to the effort that our truck drivers, depot operators, allocators and customer service personnel put in daily towards Zero Harm,” he said.

He added that SafeStart, the behavioural safety program implemented about two years ago, has resulted in a dramatic reduction in reportable injuries.
STOP! for mental health awareness

Businesses across NSW paused operations for several hours to focus on mental health awareness and support in this year’s annual Stop for Safety day.

More than 2,000 employees and contractors at about 130 operating sites stopped for safety, and heard from Executive General Manager NSW/ACT Greg Price on the often-unmentioned topic of mental health. “The more we recognise the impact someone’s mental state can have on their wellbeing and the more we openly discuss the effects, the better we can be in supporting and/or managing this,” said Greg in the video.

One of our own brave colleagues in the NSW Logistics business shared his story about depression and his mental health journey during his career at Boral.

Almost 100 of Boral’s operational managers in NSW were trained to deliver the awareness sessions with support from mental health organisations beyondblue, Mates in Mining, Trans-Help Foundation and Everymind (formerly the Hunter Institute for Mental Health). The mental health awareness sessions will be rolled out to the broader Boral Australia business in 2018, while Boral North America and USG Boral are looking at similar initiatives.

“We need to reduce the stigma and start treating mental health just like we do physical health and safety.”

Joe Goss, Divisional Chief Executive, Boral Australia

Lathrop plant celebrates 10 years of Zero Harm

Boral’s roof tile plant in Lathrop, California, celebrated a major safety milestone in August this year, marking 10 years without a medical or lost time injury.

Employees at the plant attributed the achievement to strong engagement and persistence. “All employees are very vocal on reporting safety concerns, and management understands the importance of addressing them in a timely manner,” said Plant Manager, Vince Haro.

Boral Roofing’s Vice President of Manufacturing, and former Lathrop plant manager, Tim Kunstel added, “In 2007 when the last injury occurred at the plant, the team made the commitment to not let another employee get injured and safety became the first priority. Since then, employees and site leadership have kept the focus, implemented the policies and procedures, leveraged LEAN practices and continually improved site safety.”

“This is a truly a remarkable milestone that each member of the Lathrop team should be personally proud of.”

Rich Stevens, Director, Occupational Safety and Health, Boral North America

Orange Grove Quarry gets gong for safety

In Western Australia, Boral was recognised on the national stage by the Institute of Quarrying Australia, winning the prestigious Gold Hard Hat Site Safety Award for Orange Grove Quarry’s RESET behavioural safety initiative.

The award acknowledges Orange Grove Quarry’s contribution to the advancement of health and safety in the quarry industry. The judges were impressed with the “proven outcomes and impact on the site with a lot of input from the site team”.

RESET was implemented across the state in 2015 with a focus on personal wellbeing in the workplace and home environment.

“RESET uses techniques to help focus the mind on the task being undertaken, so people recognise when they need to RESET, pause and refocus. It’s incredibly simple yet very powerful.”

Wayne Manners, Executive General Manager WA/NT, Boral Australia
A DAY IN THE LIFE OF...

USG BORAL’S ARCHITECTURAL SERVICES TEAM

The team of nine Architectural and Specifications experts in Australia represent the face of USG Boral to architects, designers and specifiers of commercial, multi-residential and other building projects across the country.

Located across five states, the team is responsible for educating these customers and securing specification for USG Boral’s range of ceilings, interior linings and associated products. The team works closely with our Commercial Sales and Engineering Services people to deliver innovative building solutions for customers large and small. National Architectural & Specifications Manager Peter Wood takes us through a day with his multi-faceted team.

Day begins

To view a 360-degree experience of USG Boral’s stainless steel ceiling panels at Pier 99 in Pyrmont, Sydney, download the free DreemAR app from the App Store or Google Play and use it to scan this page.

8.00am

Day begins

9.30am

The team holds a quarterly meeting where they talk about new products and opportunities, like the new interactive case studies with 360-degree images. “The meeting complements our weekly conference calls to share project wins and leads,” says Peter.

10.00am

In the Port Melbourne office, Peter, Riza and Shayne in Architectural Services chat with Susan from the Ceilings team about a metal ceiling solution for an industrial project in Papua New Guinea which is being designed by an Australian architect.

9.30am

11.00am

About 30 minutes from Melbourne CBD, Commercial Account Manager Bojan is coordinating supply at a building site for contractor IA Boarding. The seven-storey office building is using 8,500m² of the specified USG Boral Olympus Max ClimaPlus™ acoustical ceiling tiles and exposed metal grid, as well as Sheetrock®, compounds and technical boards Soundstop® and Firestop®.

Day ends

5.30pm

Day ends

Some of the team are in Canberra for a trade exhibition night with hundreds of potential customers. They’re on hand to showcase products and answer queries from architects, interior designers and design specifiers – all in a day’s work!

To view a 360-degree experience of USG Boral’s stainless steel ceiling panels at Pier 99 in Pyrmont, Sydney, download the free DreemAR app from the App Store or Google Play and use it to scan this page.

The day’s not over yet! Some of the team are in Canberra for a trade exhibition night with hundreds of potential customers. They’re on hand to showcase products and answer queries from architects, interior designers and design specifiers – all in a day’s work!
In Sydney, Architectural & Specifications Manager Paul visits two finished retail projects at T Galleria in The Rocks for final inspections. The Cartier store features USG Boral’s Baffle Metal Ceiling while the Omega store features Highland Series D metal pan ceiling tiles on USG Boral DONN® suspension systems.

Meanwhile, Riza is at Cottee Parker Architects, working with the client on ceiling tiles, metal ceilings and wall board specifications for a major multi-residential and hotel development. “It’s a really exciting high-rise project,” says Riza.

In Brisbane, Architectural & Specifications Manager Jo is presenting a lunchtime session for an interior design firm. “We use professional development sessions like these to help clients understand our capabilities,” says Jo.

In Sydney’s south, Commercial Sales Manager Michael checks in with long-time client JSI Building Solutions. They’re fitting out a new medical centre using USG’s Mars™ Healthcare acoustical ceiling panels and USG Boral DONN® suspension systems, as well as USG Boral’s technical boards Soundstop®, Multistop™ and Firestop®, and compounds.

Shayne returns to the office and meets with Systems Category Manager Victor and Greg in Engineering Services to discuss value engineering opportunities on a major CBD project. The team looks at options to improve designs and reduce costs for clients, providing 2D and 3D technical drawings at the design phase.
In the Community

**HOMEAID ATLANTA’S MOTHER’S DAY DRIVE**
Boral North America and Meridian Brick proudly supported HomeAid Atlanta’s 16th annual Essentials Drive, hosting a collection site for the donation of baby supplies for new mothers. HomeAid Atlanta distributes donated items to local shelters for temporarily homeless families and babies. Boral has partnered with HomeAid America since 2007.

**ORANGE GROVE QUARRY OPEN DAY**
It was a wet one this year for the annual family open day at our Orange Grove Quarry near Perth, WA. Despite the rain, about 150 local people visited the site. Highlights were the guided tour of the quarry, including plant upgrade works, and fundraising for Orange Grove Primary School.

**LOGISTICS DRIVES HEAVY VEHICLE AWARENESS**
In Queensland Boral Logistics conducts regular school visits to increase awareness of heavy vehicles on roads among kids, teachers, parents and the broader local community. For a third year running, the team visited pre-prep classes at Somerset College in Mudgeeaba, with the kids especially loving the shiny Boral truck.

**TARONGA ZOO YATZ ECO FAIR AND FAMILY DAY**
About 30 Boral Youth at the Zoo (YATZ) members participated in Taronga Zoo’s annual YATZ Eco Fair in September. Aged 13-19 years, the volunteers helped run interactive stands around the environment, wildlife conservation and sustainability. They were also on hand to help at our annual family day in October (pictured).
USG BORAL PUTS ON THE TRAINING WHEELS
USG Boral’s international ceilings team met in Thailand for a training session and took the opportunity to support the Baan Tantawan Foundation, which helps rehabilitate malnourished children. The team, who assembled bicycles for the kids, decided that all future international team gatherings will include a community activity.

BANGARRA FAMILY DAY AT THE OPERA HOUSE
Boral families had the privilege of seeing Bangarra’s Bennelong production at the Sydney Opera House. More than 100 staff and family members heard from Bangarra Artistic Director Stephen Page and Head of Design Jacob Nash (pictured) before seeing the critically-acclaimed performance. We celebrate 15 years of partnership with Bangarra in 2017.

HELPING HABITAT AT SYDNEY WOMEN’S REFUGE
A team from our NSW construction materials businesses spent a day volunteering for Habitat for Humanity NSW’s ‘Brush with Kindness’ in Sydney. They helped paint rooms and build shelving at the Bonnie Support Services refuge, which provides support and accommodation for women and children escaping domestic violence.

REDKITE CORPORATE QUIZZES
Boral teams in WA, Queensland, Victoria and NSW took part in this year’s Redkite Corporate Quizzes, the major fundraising events for the charity which supports children and young people with cancer, and their families. Boral is a major partner of Redkite’s Financial Assistance Program, having supported the charity since 2012.

TEAM BORAL ROCKS THE HOUSE, AGAIN
Team Boral returned to Yogyakarta, Indonesia, with Habitat for Humanity Australia for the second Rock the House build. With 12 new Boral and USG Boral employees, the team helped build two houses in a week for needy families. Their fundraising efforts also helped provide water and sanitation, irrigation and other amenities for the broader community.

UP IN THE SKIES FOR MARULAN KITE FESTIVAL
Our Southern Highlands and Southern Tablelands operations took to the community, and the skies, at the annual Marulan Kite Festival. Employees from our Peppertree Quarry helped coordinate the festival and Boral proudly sponsored a kite-decorating competition, bringing our Redkite friends into the kite-flying action.

CVA CONNECTS WITH 30 SCHOOLS & RESERVES
In 2017 the Boral Connected Communities program with Conservation Volunteers Australia (CVA) has supported volunteer activities at 23 schools and seven local reserves across all states in Australia. This includes Boral’s contribution to CVA’s disaster relief efforts in and around Murwillumbah in north-eastern NSW following Cyclone Debbie in March.
Sculpt the modern landscape.

With an eye on strong, contemporary designs that elevate trends and create demand, the Contemporary Collection from Cultured Stone® by Boral® serves as the zenith of the modern landscape. And with new additions, including Pro-Fit® Modera™ Ledgestone and Hewn Stone™, this latest extension allows you to create new, inventive designs that exceed your past limits. Keep pushing the boundaries of contemporary architecture and design with the entire Contemporary Collection, only from Cultured Stone® by Boral®.