FOCUSING ON MAJOR PROJECTS

FIX, EXECUTE, TRANSFORM – WHAT DOES IT MEAN?

DEER PARK LANDFILL
Setting the record straight

REINVENTING BRICK, STONE AND WOOD
New products take centre stage

SECRETS OF A SUCCESSFUL MAINTENANCE SHUTDOWN
We’ve had a busy start to 2014

Boral’s half-year results reflected the benefits of streamlining the organisation, realigning the portfolio, reducing costs and constraining capital. I congratulate our employees on the hard work and improvements we’ve made across all divisions!

The completion of the USG Boral joint venture on 28 February marked the start of an exciting journey for our Gypsum division and an important step in transforming Boral into a more innovative and sustainable organisation for the long term. A lot of hard work was needed to reach this milestone so it was fitting to see that we had launch celebrations across the business.

The unlawful secondary boycotts being imposed on Boral in Victoria by the CFMEU has received considerable media attention. In an opinion piece I wrote:

“Since the middle of 2012, the CFMEU has run an orchestrated and very costly campaign against Boral for one simple reason: we have refused to give in to demands by the union that we stop doing business with one of our long-standing clients, the Grocon group, in Melbourne… our trucks have been stopped, our workers have been intimidated, some of our drivers harassed and threatened, and many of our clients in Victoria have had a ‘friendly visit’ from union officials warning them, essentially, not to do business with us…

“When we have taken the CFMEU to court in relation to their boycott campaign, the courts have ruled in our favour. We had injunctions granted by the Supreme Court in Victoria, but these were simply ignored by the CFMEU – further proof that some in that union believe they are above the law.”

Boral has a strong record of working closely with our employees and the unions that represent them. This CFMEU campaign has nothing to do with industrial relations in our own workplaces but, simply put, our employees and contract drivers deserve better.

So far, we estimate the unlawful campaign has cost us over $10 million in lost sales and legal fees. It is this behaviour that makes me a strong supporter of the Government’s decision to have a Royal Commission into corrupt and unlawful behaviour in the industry.

Mike Kane
CEO & Managing Director
Celebrating the launch of USG Boral
Employees have celebrated the launch of our plasterboard and ceilings joint venture with USG.

In Focus: Major projects
An increased focus on major construction materials projects is paying dividends for Boral.

Fix, Execute, Transform – What does it mean?
We’ve heard a lot about ‘fix, execute, transform,’ but what does it mean in practice?

Deer Park landfill: Setting the record straight
Our Western Landfill site at Deer Park provides quality waste-management services to Melbourne.

Reinventing Brick, Stone and Wood
At the builders show in Las Vegas, Boral demonstrated how we’re reinventing classic building materials.

Secrets of a successful maintenance shutdown
There were zero incidents during the recent shutdown of our biggest cement works. And here’s why.

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Anne Woolley,
Project Director – Curtis Island LNG Projects
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STOP PRESS

PROPOSAL TO PRESERVE BRICK MANUFACTURING ACROSS AUSTRALIA’S EAST COAST

Boral and CSR intend to combine their East Coast brick operations in a move to strengthen the long-term sustainability of the businesses, subject to clearance by the Australian Competition and Consumer Commission (ACCC).

Boral’s CEO & Managing Director Mike Kane said: “The Australian cladding industry has faced major changes in demand over the past 30 years resulting in a significant reduction in brick use. This joint venture is aimed at driving efficiencies across the combined operations and provides a path for Boral to realise acceptable returns for our brick business.”

CSR’s CEO & Managing Director Rob Sindel added: “This joint venture is about retaining manufacturing in Australia and maintaining clay bricks as a choice for consumers in a broader cladding market. It is about strengthening the opportunity for employees and reinvesting in the industry while delivering satisfactory returns through the building cycle.”

Further details are expected following completion of the ACCC review process. In the meantime, the businesses will continue operating as normal.

Boral announces significantly improved performance

The investment community has given the thumbs up to Boral’s financial results to 31 December 2013, announced on 12 February. With a close to 50% increase in earnings before interest and tax (EBIT) on the corresponding period last year, and over 70% improvement in underlying net profit after tax to $90 million, all four divisions contributed to the improved earnings.

Almost 300 people including shareholders and fund managers, research analysts and brokers, bankers and employees tuned into the briefing held in Sydney to hear Mike Kane and the team present the result.

Market and operational improvements, benefits from prior year restructuring activities and favourable weather conditions in Australia in the first half were factors behind the growth.

The reported statutory result was a $26 million net after tax loss for the half year after largely non-trading items associated with the USG Boral joint venture which will be offset in the second half of the year.

Midland Brick’s Kiln 8 recommissioned as market activity strengthens

After it was mothballed in April 2012, almost $1 million will be spent in coming months to recommission Kiln 8 at Perth’s Midland Brick plant with a proportion of the expenditure required for staff recruitment and training.

General Manager of Midland Brick Greg Smith said that the decision reflected the improved residential market activity in Western Australia after a downturn.

“The strong lift in demand, coupled with very low brick inventory levels has convinced us that now’s the time to bring the kiln back to life,” he said.

The decision takes Boral’s total operating capacity in the Perth plant to 215 million standard brick equivalents per annum.

Boral’s hardstand solution at Koolkhan a winner

Engineering managers have solved the problem of the soft, swampy ground around Boral Timber’s Koolkhan Sawmill near Grafton by installing a new, resilient and cost-effective surface. The poor subsoil conditions of the 1,200m² log merchandising area have been transformed by the ECOFLEX® Australia system which uses modified, used truck tyres to form an interlocking mat, which is then filled with construction materials sourced from Boral’s Tevan quarry. The installation was project-managed by the site’s management team and delivered at two-thirds the cost of a traditional concrete slab. Nearly two years on, the surface has been highly resilient under arduous conditions, standing up well to the skid-steer vehicles and proving to be a cost effective way to create a solid surface over poor subsoils.

Koolkhan hardstand solution uses modified, used truck tyres
The latest in exteriors – new products from Bricks East

After six months of research and development, Bricks East has relaunched its Queensland base range, with nine fantastic new bricks in beautiful, on-trend colours and finishes. They include Boral’s Horizon Naturals range of contemporary exterior bricks, featuring six new shades, including the popular Silver Cloud and Grey Stone. They give a modern look and do not have the maintenance issues associated with a rendered finish.

Home builders, renovators and investors will like the three new Boral Hinterland brick colours — Emerald, Mitchell and Roma — featuring a square-edged, rough velour finish. They’re contemporary, affordable and built to retain their look.

And it isn’t just Queenslanders who will benefit. We’ve also launched the Hinterland range in four popular colours across the border for our New South Wales customers.

Three new colours in the Hinterlands range and six new colours in the Naturals range.

South Coast tourists enjoy peace & quiet with Boral Soundstop®

A luxury beachside retreat has been kicking goals and winning awards — with the help of USG Boral’s ENVIRO Soundstop® plasterboard.

Set on the New South Wales coast a few hours’ drive from both Sydney and Canberra, Mollymook Beach Waterfront accommodation is run by proud owners June and Ken Banks. Ken rebuilt the rooms approximately five years ago using products of the highest quality and he’s continued to update them since.

When it came to finding a material with great sound resistance qualities, Soundstop® was Ken’s first choice.

“We’ve been thrilled with the results,” he says. "Each unit is now a separate soundproofed area, giving our guests complete peace and quiet.”

Manufactured from recycled materials, ENVIRO Soundstop® has sustainability credentials and may contribute credit points when assessed under various Green Star Rating tools.

Here are just some of the awards Ken and June have won:
• 2010, 2011, 2012 and 2013 Winner NSW South Coast Tourism Award
• 2011 and 2012 NSW Tourism Awards Winner, Hosted Accommodation
• 2011 and 2012 Australian Tourism Awards Silver, Hosted Accommodation
• 2010 National TakeABreak Winner Beach Accommodation
• 2010 National Small Business Awards – CHAMPION – Tourism
• 2009 National Winner Beach Accommodation
• 2008, 2009 and 2010, NSW Winner, Beach Accommodation.

“Each unit is now a separate soundproofed area, giving our guests complete peace and quiet.”
Gypsum division unites for first annual global forklift safety challenge

The best of Boral’s forklift drivers from around the globe fought for top honours in the Forklift Safety Challenge in South Korea last year.

While similar competitions have been held in the past decade, this was the first time that all Boral’s plasterboard operations were represented, with 24 drivers competing from Australia, China, Thailand, Malaysia, Indonesia, South Korea, Vietnam, India and the Philippines.

They demonstrated their skills by completing challenges including driving courses, pre-operational checks and a theory test. Forklift specialist, trainer and assessor Adam Hunt says it’s a wonderful opportunity to raise safety awareness and improve driver skills, with refresher driver training taking place in several Asian countries in the lead up to the event.

Competition was fierce with only 20 points separating the top eight drivers. The Australian team comprising Liam Campbell (Queensland), Tony Lacrosse (NSW) and James Huch (Victoria) took first team place, while Liam won the overall individual champion title and James took second place.

“Across the forklift industry no other company brings its employees together to highlight the importance of safety in this way”

Adam Hunt

Mal’s 50-year milestone

One of the longest-serving employees at Boral will this year celebrate half a century of continued employment – and Mal Green has no plans to slow down just yet.

Mal has spent the past 50 years working at the company’s timber mill at Herons Creek on the north coast of New South Wales, where he started as a 17-year-old school leaver, initially stacking pallet material and palings. He currently operates one of the manual saw benches, and has done so for about 30 years.

Executive General Manager of Boral Timber Steve Dadd paid tribute to Mal at a celebration lunch, describing him as a role model for younger employees. “Mal is one of our best benchmen with a keen eye for timber and a wonderfully fluid way of handling heavy machinery,” he said. “It’s an extraordinary achievement to have worked half a century in this physically demanding industry. His loyalty and commitment are an inspiration to all at the mill.”

Mal’s family has a long tradition of working in the industry. His father, uncle, brother-in-law, and his son, Paul, who has been with Boral Timber for close to a decade, have all been timber men.

“I’ve worked with some great crews and made some good friends,” says Mal. “I’ve enjoyed the time here and have no plans to leave yet!”

Procurement expert supports low-cost country sourcing

Boral’s global procurement team has been strengthened through the hire of an expert in China, providing direct access to suppliers and helping to source new products from low-cost countries.

Procurement Manager Frederic Liu is based in USG Boral’s Shanghai office. With a background in supply chain management covering raw materials, Original Equipment Manufacturer products, capital projects and indirect products, Frederic is well-placed to support the procurement process, provide insights into global markets, manage local suppliers and ensure we’re securing the best raw materials and input products at the best prices.

Since joining us in May 2013, Frederic has worked on some of Boral’s largest projects, including the Wheatstone LNG project in Western Australia where he and the team helped ensure the supply of machinery used to keep concrete cool in the hot conditions was on time and met appropriate standards. Frederic also helped to overcome customs clearance requirements to support the importation of clinker that is now used in cement at Boral’s Waurn Ponds facility.

Frederic has a Bachelor in Electrical Information Technology and is currently studying his MBA through Hong Kong University.
Mike Kane, CEO & Managing Director of Boral, said the new plasterboard and ceilings joint venture represented Boral and USG coming together to truly build something great! “This is an exciting time to be in the interior linings business, from Dammam in Saudi Arabia, to Seoul in Korea, Sydney, Australia to Shandong, China,” Mike said.

“For the past 15 years Boral has built the biggest gypsum platform in the developing world, across 10 countries from the Pacific to the Indian Ocean. At the same time USG established a ceilings business from China to the Middle East.

“Today we launch the most exciting combination of know-how and experience seen in the interior linings business. It will take all of us a few months to get USG’s technology rolling out but we have confidence that this combined organisation of USG Boral employees, built by two global building materials giants, can deliver on this challenge.”

Frederic de Rougemont, CEO of USG Boral, was in Malaysia on the day of the announcement, and was equally enthusiastic about the opportunities that lay ahead.

“Consumers want stronger, better-performing and easier to use plasterboard,” Frederic said. “They also need a broader range of ceilings and related products.

“In the coming months we will roll out the new technology across our operations in Australia, Korea, Thailand, Indonesia and Vietnam. The key will be the speed of implementation of this new technology and our ability to sell this broader range of new products.”

Jim Metcalf, Chairman, President & CEO of USG Corporation, added: “Over the past 100 years we have set the pace for innovation across the United States, Mexico, Canada, really across the Americas. We know how to do this. We know how to market new products and . . . have the right people here to support you and the right technology; we’re very excited to be part of the team.”
From operating a quarry weighbridge to managing Boral’s supply of construction materials to one of Australia’s biggest infrastructure projects, Anne Woolley, Project Director – Curtis Island LNG Projects, has achieved a lot during her 20 years at Boral. We caught up with Anne during a recent trip to the US to ask about her career and plans for the future.

BORAL NEWS: So Anne, where are you now and what are you doing?

ANNE WOOLLEY: Right now I’m in Houston, Texas, where we’ve been in meetings looking at opportunities for raw materials supply and learning about what’s happening in the industry globally. I’ve also been meeting with Bechtel, our construction partner on the Curtis Island liquefied natural gas (LNG) projects.

BN: Tell us a bit about your background.

AW: I’ve just celebrated 20 years at Boral — it’s gone so quickly! I started in 1994 at a quarry in Blackwater, Queensland, then moved to Redlynch Quarry in Cairns working as weighbridge clerk, at which time I was offered a role as a trainee manager. This provided me with the opportunity to work and understand concrete, quarry and transport operations. After 12 months, I moved into Boral’s concrete operations managing one plant, and then became the Concrete Manager for Far North Queensland, managing five concrete operations.

After returning from maternity leave in 2002, I moved to Gladstone, Queensland, to work on Boral’s first project with Bechtel — the Yarwun Alumina Refinery project. I became the Area Manager for Central Queensland while project-managing the second stage of the Yarwun project with Bechtel.

After spending two years as Sales Manager for Country Queensland and the Northern Territory, I was appointed to my current role as Project Director of the three LNG projects on Curtis Island. These days I’m also involved in major project business development through the new Project Management Office.

BN: What have been the highlights of your career?

AW: When I first started with Boral I aspired to become an Area Manager — so
achieving that goal was a definite highlight. But the most exciting thing so far has been negotiating and being part of the team to achieve the successful outcomes on the Curtis Island LNG contracts.

BN: Why is the Curtis Island project so important for both you and Boral?

AW: The project involves building three major LNG plants: Queensland Curtis LNG, Gladstone LNG and Australian Pacific LNG. We tendered with Bechtel on the concrete supply packages. Bechtel is one of the most respected engineering, project management and construction companies in the world and our role is to supply the concrete required to support the construction of the LNG processing plants. Bechtel have worked with us in the past and we’ve built a reputation for being world-class in what we do.

In my lifetime I probably won’t see the same concentration of major projects of this scale in a single location like this again. To give you an idea, by the end of the project we’ll have delivered more than 500,000 cubic metres of concrete to the three Curtis Island plants, while ensuring our teams’ safety at all times.

BN: How do you address safety in the projects you manage? Has safety improved during your time with Boral?

AW: Absolutely. Safety is our top priority. It’s about setting the right standards from the beginning, and making sure people are aware of their own safety and the safety of their workmates. Everyone is responsible for stopping unsafe work, at all times, without fear of any repercussions.

Working with global companies like Bechtel has helped us raise our safety standards even further. I think there’s always room for improvement, and we need to keep that focus at all times.

BN: Looking back on your time at Boral, what are you most proud of?

AW: I think the number-one thing is the way we work as a team to deliver good outcomes, and the relationships that are made both internally and externally.

I’m also proud to be a female working in a male-dominated industry. It hasn’t always been easy, and I’ve faced some challenging situations, but if you’re passionate about your work, are committed and you earn the respect of your customers and colleagues then you will succeed, you just need to believe in yourself.

BN: How has Boral supported you?

AW: I’ve had the opportunity to develop my career through a range of challenging roles – and in between I’ve also had some time off to care for my two children.

I’ve also had great mentors in Boral executives and managers who I’ve always found to be supportive of developing our people and generous in giving their time and advice. My advice to young professionals is to identify inspiring leaders around you, of which there are many, as mentoring can be a meaningful relationship for both the mentor and the mentee.

BN: What do you love most about working at Boral?

AW: The people, our customers and the positive work environment that together we create.

Then there’s the business. It’s interesting, dynamic and it changes regularly, which makes it really challenging and exciting.

BN: How do you see Boral evolving?

AW: I’d like to see us better understand what our customer needs are and become their partner of choice rather than just another supplier. We can achieve this through innovation, ongoing collaboration across the business, excellence in safety management and our responsiveness to our customer needs.

I am also passionate about seeing how we can get more women working in our industry. It has a lot to offer women and they can make a real contribution. I’d also like to think that my career achievements can inspire young women who have a passion for our industry as I never dreamt that I could achieve what I have.

BN: Best advice you ever received?

AW: Be true to yourself, believe in yourself and never lose your femininity by trying to fit in and be one of the boys.

BN: What do you do in your spare time?

AW: My husband and our two beautiful daughters love doing lots of outdoor activities in our free time, like water-skiing and camping. And we’re currently planning a family trip to the Kimberley region in Western Australia for four weeks.
Boral’s major projects span the full range of quarries, concrete, cement, transport and asphalt operations. They include major road and infrastructure as well as commercial construction developments. While major projects comprise a relatively small part of Boral’s construction materials business in Australia, they represent an important capability in its core operations.

The sheer size of these undertakings means that they require dedicated resources to meet highly specialised customer requirements. “Increasingly, key customers need to partner with suppliers that have the ability to deliver these sometimes remotely located and technically complex projects,” explains Executive General Manager of Major Projects Shane Graham. “Excellence in execution including safety management, product quality, supply security and our responsiveness are some of the essential ingredients needed to secure them.”

Recent examples include Boral’s partnership with Leighton contractors and UK highways infrastructure firm Amey to secure multi-year road management contracts to manage, maintain and improve road networks in Sydney’s south and in the southern region of Southeast Queensland.

“Such projects require a dedicated team with specific expertise in managing and delivering projects of this scale and complexity, supported by our national engineering resources,” says Shane. “Our regional teams draw on specialist procurement, contract bid and project management experts in our organisation – all working within the framework of tried-and-tested governance and risk management procedures.

“When it’s completed, the mobile plant, equipment and key team members typically move to another project or to other parts of the organisation, taking their expertise with them.”

Projects can vary in duration from a few months to several years, and by their nature can mean that the size of the Boral portfolio changes from time to time. Despite this, Boral expects that major projects will continue to strengthen as a core part of its construction materials operations.

Other examples of major projects include:

1. Boral is supplying more than 500,000 cubic metres of concrete for the construction of the three liquefied natural gas (LNG) plants on Curtis Island, Queensland, with six on-site mobile concrete plants across three sites.

2. Boral is subcontracted to Chevron’s engineering, procurement, construction and commissioning contractor, Bechtel, to supply more than 400,000 cubic metres of concrete for the construction of the Wheatstone Project located at Ashburton North, 12 kilometres west of Onslow in Western Australia. The Chevron-operated Wheatstone Project is one of Australia’s largest resource projects.
Over two years, Boral is supplying materials for the initial phase of the construction of Sydney's new business precinct in the CBD, Barangaroo, which will include three tower blocks as well as commercial and residential buildings. Concrete is being supplied both on-site and via the fixed-plant network. This includes Boral’s lower-carbon concrete product, ENVISIA® which makes up a proportion of the product to be supplied.

Boral is preferred supplier of asphalt to the $1 billion Gateway Perth Airport and Freight Access Project, the largest infrastructure project in Western Australia. The project involves the installation of a mobile asphalt plant and the supply of up to 500,000 tonnes of asphalt to create landmark road infrastructure around the airport and nearby freight and industrial hubs over three years.

"Such projects require a dedicated team with specific expertise in managing and delivering projects of this scale."
**Fix, Execute, Transform**

What does it mean for your business?

**Fix**

Fixing things that are holding us back

**Execute**

Improving the way we operate to be more efficient, disciplined and profitable

**Transform**

Transforming Boral for performance excellence and sustainable growth through innovation

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**Reducing Costs Through Office Consolidation**

“The relocation of Boral’s corporate head office in Sydney to less expensive space in North Sydney reduces the office footprint by 600 square metres, and will save about $14 million over the next eight years (net of exit and fit-out costs). Further savings could also be achieved by relocating the Greystanes office in New South Wales when the lease expires in 2017.”

Brian Tasker, National General Manager – Boral Property Group

**Consistently Applying Best Practice**

“Across several Construction Materials & Cement business units, tailored versions of “ZERO|ONE|TEN” have been launched to help achieve a goal of zero injuries, to make us the #1 market leader and employer of choice, and to achieve a 10% improvement in everything we do, every year. It’s a simple message that’s resonated with all our teams – but what sits behind it is detailed strategic planning and specific methodologies to achieve the goals.”

Joe Goss, Divisional Managing Director, Boral Construction Materials & Cement

**New Technology to Deliver Higher Performing Products**

“Through our USG Boral joint venture we are bringing game-changing technologies as well as a suite of complementary products to our plasterboard and ceiling lining markets in Australia, Asia and the Middle East. We have the opportunity to deliver high-performing building system solutions and change the way buildings are designed, built and occupied. This will position Boral for a more sustainable future.”

Frederic de Rougemont, CEO of USG Boral Building Products
Many initiatives are helping to transform Boral into a global building and construction materials company known for its world-leading safety performance, innovative product platform and superior returns on shareholders’ funds.

**REDDUCING DEBT THROUGH CASH GENERATION**

“By reducing costs, raising cash from divestments and managing our working capital well, we can deploy capital more effectively and achieve better returns for our shareholders. As a result of the US$500 million cash payment for 50% ownership of the USG Boral joint venture and $212 million of cash raised through the sale of underperforming assets and surplus land over the last 18 months, Boral’s net debt position has reduced from $1.5 billion in June 2012 to closer to $900 million today.”

Ros Ng, Chief Financial Officer

**TARGETING ZERO HARM THROUGH SAFETY INTERVENTIONS**

“The best safety improvements are almost always those identified and implemented by people who work in those locations. Safety interventions by senior executives aim to empower employees through one-on-one discussions to understand employee concerns and suggestions for improving safety outcomes. In March 2014, Mike Kane spent three days at Mount Bundey and Howard Springs quarries in Darwin talking to employees about their perspectives on safety and what’s required to achieve zero harm.”

Michael Wilson, Group Health, Safety & Environment Director

**A MORE ENGAGED WORKFORCE AND LEADERSHIP CAPABILITY**

“To help embed the vision of “ZERO|ONE|TEN” in our part of the business we developed capabilities across all leaders through the Skilled 4 Action program which is making their job easier and safer. Key topics are safety, people leadership, toolbox talks and problem solving. Over 200 people have been through the program over the last 12 months and we are seeing a real can-do attitude towards working together to meet customer and business performance needs. I am very proud of what the Southern Region team is achieving through the program.”

Paul Dalton, Executive General Manager – Southern Region, Construction Materials

**SKILLED 4 ACTION DELIVERING TAILORED SOLUTIONS**

“Skilled 4 Action is a training methodology that is unlike anything we’ve done before. It’s bespoke, delivered by peers, practical and tailored to the needs of the specific operations whether it’s construction materials operations in Western Australia or our gypsum business in Vietnam. It represents a new approach to learning at Boral based on filling the capability gaps in executing the strategy, rather than taking a one-size-fits-all approach.”

Kathy Mackay, Group Learning and Development Manager

**INVESTING IN PRODUCT INNOVATION AND CREATING NEW OPPORTUNITIES**

“We are introducing new products that achieve sustainability without sacrificing aesthetics or durability, such as TruExterior® Trim in the USA which is made of 70% pre-consumer recycled materials and has superior resistance to rotting, cracking, splitting as well as to temperature changes and moisture levels. And investments in new efficient manufacturing processes have resulted in Boral Cement’s Marulan limestone quarry bringing “Boral Stone Dust” to market – a fine grade limestone used in the underground coal mining industry to prevent and suppress coal dust explosions. This type of new channel growth provides differentiated value-added products to customers and transforms Boral into a more innovative company... it is the combination of ‘sustainable’ innovation and “disruptive” innovation that provides the immediate value today and the pipeline of products for tomorrow.”

Joel Charlton, Executive General Manager Innovation & VP Intellectual Property Portfolio
BORAL’S DEER PARK LANDFILL OPERATION IN VICTORIA

RESPONSIBLE LANDFILL MANAGEMENT – HOW IT WORKS AT DEER PARK

- Waste is transported to the site by domestic and commercial collection service providers.
- Material is deposited in specially prepared cells of between 3ha and 6ha in area.
- Each cell only becomes operational after the area has been quarried and after we receive approval from the Environment Protection Authority following an auditing process.
- The cell includes clay lining and a high-density polyethylene layer which is welded into place to limit the environmental impact on surrounding groundwater. Drainage stone and a geomembrane filter are also added to help manage water flow through the waste.
- Each cell has a life of 18-24 months. Once it is full, it is capped with a low permeability barrier and rehabilitated.
- Waste is deposited in an area limited in size to about two standard house blocks. It is known as ‘tip face’.
- The tip face is progressively covered with earth throughout the day and completely covered overnight to prevent odour and litter escaping.
Located 22 kilometres from Melbourne’s CBD, Boral’s Western Landfill occupies 133 ha or around 12% of Boral’s 1,150 ha local landholdings.

The site is a trusted and responsible service provider that currently manages around 23% of Melbourne’s landfill waste. This includes waste management for domestic and commercial residents in western and greater Melbourne.

Boral is currently seeking to amend an existing planning permit for its landfill operations located at Deer Park. The amended permit will ensure the site can continue to provide safe, environmentally responsible waste management solutions for Melbourne residents in years to come.

Recently there has been public interest in the operations of the landfill site and the application to amend the existing planning permit.

Richard McCarthy, Business Manager of Boral Waste Solutions, says Boral has been working with the local community and its Community Liaison Committee during the application process.

“We recognise there has been some concern around the future operations of the site but we want to reassure people that the site will continue to operate as it does presently, with waste intake volumes similar to current levels and continuing to grow in line with population growth over the next 30 to 40 years. There is no radical change to operations planned – this is just a steady continuation of what we already do at the site. Boral’s Western Landfill operation will remain very much a low-key presence in the community.

“Importantly, the landfill will continue to be developed progressively. Each new cell can only be built after we have received approval from the Environment Protection Authority (EPA), with approval subject to a strict auditing process against the EPA’s latest best practice guidelines.

“The area we are currently permitted to use for waste management is now beginning to reach capacity, and so as landfill materials need to be progressively placed in areas where quarrying has finished, it is responsible planning practice to obtain approval ahead of time.

“We operate a modern landfill site using best practice techniques as acknowledged by expert government agencies and we host an on-site biogas plant that generates ‘green’ electricity from the gases collected from waste. This plant produces enough power to run 4,000 local homes, 24 hours a day.”

Boral has a solid track record of responsibly managing its operations and working closely with local communities and state and local authorities, including the EPA, to ensure compliance with the strictest regulations and policies.

“We are committed to working with residents through our Community Liaison Committee, as well as the EPA and others in an effort to address any concerns that are raised and to continuously improve our operational processes. We also include useful information about our operations on the Boral website,” says Richard.

In relation to our Western Landfill site Boral has proactively introduced a range of regulations and guidelines that exemplify our continued efforts to minimise impacts to neighbours.

Some of our initiatives include:

• A 500-metre buffer zone between the facility and residential areas. This zone has been in place for the landfill’s entire history and will continue in future.
• Not accepting asbestos, liquids, toxic or hazardous waste material.
• A comprehensive odour monitoring program.

Additional measures are being introduced to further reduce dust, odour and noise, including a new 12-metre litter-catching fence.

For more information visit www.boral.com.au/deerpark.
People have been building with brick, stone and wood since time began — but at Boral we believe there’s always room for improvement! At the most recent International Builders Show in Vegas we demonstrated how we’ve reinvented classic building materials, with solutions that meet the needs of customers and the industry.

“The International Builders Show (IBS) is the world’s largest annual light construction show, attracting over 75,000 builders, designers, architects and trade professionals,” says Shelley Ross, Director of Sales and Marketing for Boral USA. This year they descended on Las Vegas to learn about breakthroughs in building materials and techniques. Many of Boral’s innovations and new products from our brick, trim, stone and roofing businesses were on display.

Helping our customers shine

According to Blaine Bates, South East Area Sales Manager, Boral’s displays demonstrated that we listen to our customers and deliver innovative product ideas, including some using new materials that help create environmentally sustainable solutions. “What really makes us different is the way we bring the voice of the customer back to design and production,” he says.

IBS attendees were shown a sneak preview of our upcoming TruExterior® Siding range. Developed in collaboration with Boral’s Innovation Factory group and due to be officially launched in October, the range caught the attention of builders and designers seeking to combine the aesthetics of traditional wood siding patterns with performance to meet today’s standards.

Building on the TruExterior® Trim growth platform, Tom Zimmerman, Director of Sales and Marketing for Boral Composites explains why the new product is so exciting. “We understand builders need to differentiate themselves,” he says. “Products like our new TruExterior® Siding range use materials which offer ease of installation as well as superior resistance to moisture, cracking, splitting and rotting, achieving the look of painted wood siding without the maintenance and upkeep associated with exterior wood products,” he explains.
**Trend setters**

Another example of customer-inspired innovation is our Ashlar Accents product, a unique clay brick developed by Boral Bricks and featured at IBS. The product gives builders a quick and cost-effective way to differentiate the homes they build.

Ashlar Accents combines standard brick with brick shapes two and three courses high, which provide the stone-like Ashlar component. To develop it, we consulted colour experts and professionals for more than a year to find out the top trends in architecture, building and design. The result is six new colours and textures for 2014 which have been well received by designers.

**There’s an app for that…**

As well as capturing the latest in colour and design, Boral Bricks has been keeping up with the changing ways builders, designers and homeowners do business — including their increasing reliance on mobiles and tablets. My Boral Bricks Designer is a unique app that offers paint, mortar and stone product matches for Boral Bricks products.

Crysta Thomas, Brand Manager for Boral Bricks, says customers overwhelmingly want to quickly and easily choose products that match their colour scheme, no matter where they are.

“Bricks are now more than a structural product, they’re a design choice,” she says. “So we partnered with Sherwin-Williams, using their paint colours as inspiration to create customised palettes. It’s easy to use. A lot of designers are excited to find that they can do on an app what they’ve been doing manually for years.”

Each Boral Bricks product offers four palettes to choose from, using Cultured Stone® by Boral® products.

**All the trimmings**

Changing temperatures and moisture levels can play havoc with exterior trim. So the new 2x profile in Boral TruExterior® Trim’s suite of poly-ash exterior solutions, developed to complement thicker siding and cladding products, attracted a great deal of attention at IBS.

Boral TruExterior® Trim is a leader in sustainability and durability. It’s moisture-resistant, doesn’t need priming or sealing and due to its resistance to rotting, cracking and splitting, it outperforms both its natural and manmade competitors. It can be installed using conventional woodworking tools and methods, but needs little maintenance.

Tom Zimmerman says customers love its flexibility. “We’re seeing people take the traditional flat stock and cut mouldings out of it,” he says. “It can go interior, or it really plays well for porches, eaves, any place you need that little bit of extra detail.”

Boral was supported at IBS by widely recognised author and finish carpentry specialist Gary Katz. Gary provided hands-on training to builders and contractors in the booth to demonstrate the benefits of the product. We’re very grateful for his support.

**Old favourites**

As well as viewing our innovations, attendees checked out a number of our long-standing favourites. These included Cultured Stone® by Boral®, which has been an industry leader for more than 50 years. This range reflects the latest in design trends and technology. Its veneer texture has the look and feel of real stone, but is made of lightweight aggregate materials, which means it easily sticks to most wall surfaces. There are more than 100 colours and over 20 textures to choose from.

Made of a minimum of 54% pre-consumer recycled materials, the product was the first in the industry to meet the National Association of Home Builders (NAHB) Green Builder Guidelines.
The beauty of masonry — without the hassle
There’s nothing quite like stone masonry for beauty and durability. But the weight and cost of stone, and the specialised masonry skills needed to install it, can make it an expensive and difficult material to work with. So IBS attendees were interested in checking out Boral’s stone veneer solution, Versetta Stone®, and were treated to a demonstration that highlighted how easy and quick it is to install it.

Made of materials approximately a quarter of the weight of full-thickness stone, Versetta Stone® features a mechanical fastening system that allows a builder to install panels without constructing footings for support. This makes it an ideal material for home remodelling.

What’s more, installing Versetta Stone® doesn’t require any special masonry skills. And, because Versetta Stone® doesn’t require mortar, it can be installed throughout the year in hot or cold temperatures. It has won a number of awards including Builder Magazine Readers’ Choice Top 10 Favourite Products in 2011 and 2013.

A (cool) roof over your head
While design and colour are vital, energy efficiency is equally important in these carbon-conscious times. Boral is an industry leader in energy-saving materials, especially in roofing, where we provide the most extensive choice of energy-saving clay and concrete roofing solutions in the US.

At a rooftop display, attendees got to compare the thermal performance of Boral Roofing’s tiles with other roofing materials. The system reflects the sun and emits heat from the roof while increasing thermal mass and airflow. Independent testing has shown that a typical single-family house could save up to 22% per year on heating and cooling costs by using it.

Boral Roofing also debuted two new Cool Roof colours in the Boral® Concrete Roof Tile product line — The Madera 900 Tahoe Blend and Saxony® 900 Slate Charcoal Blend — proving again that energy efficiency and savings don’t need to come at the expense of beauty.

TAKING DESIGN ONLINE
Helping to showcase our range is the new www.boralamerica.com website. Launched in December 2013, the redesigned site uses wide-screen photography. The landing page allows visitors to select between the four major manufactured building materials: Bricks, Stone, Roofing and Trim. In addition visitors can access the distribution and sales business, Boral Building Products, and visit any of their 44 individual market sites.

Navigation is easy and intuitive, allowing customers to browse products by colour and style, then enlarge swatches to take a closer look. It’s also a comprehensive news, product catalogue and resource centre, where professionals can download support and installation documents, warranties, Material Safety Data Sheets and more.

CONGRATULATIONS!
Boral products were featured in a number of award-winning homes, including:

Winner, Small Homes: Proud Green Home at Serenbe, a sustainable living community.

This home used Boral bricks on both its interior and exterior.

1 Steep-slope Assembly Testing of Clay and Concrete Roof Tile, Oak Ridge National Laboratory, 2005. Results vary based on profile of tile, location, weather and other factors.
The historic town of Berrima in the New South Wales Southern Highlands is home to Boral’s biggest cement kiln: Kiln No 6. The site supplies over 60% of the cement needs for New South Wales and the ACT.

In December 2013, Kiln No 6 was shut down for a complete overhaul over 26 work days. While maintenance shutdowns happen routinely every 12 months, this was an unusually big operation, even for Kiln No 6.

The overhaul took 133,000 person-hours at a cost of about $20 million and involved 130 employees and 700 contractors. Major work was carried out across all key areas of the kiln system and also involved maintenance of the cement mill.

“IT was a great outcome,” says Executive General Manager of Boral Cement Ross Harper. “An overhaul of this size and scale, delivered to plan with zero injuries and under budget, is a major feat of planning, execution and safety,” he says. “The entire team is to be congratulated.”

Safety first
An operation of this size takes a huge amount of organisation. Speed and efficiency were important to get production back online, but the main focus was maintaining the safety of all Boral employees and contractors.

“Preparations took over 12 months, with the planning of 750 jobs/tasks and involving many people on-site over this time as well as Group Engineering and Procurement functions,” says Matthew Brown, Lean Coordinator for Boral Cement at Berrima.

To ensure there were no injuries or accidents, site employees completed the SAFESTART program, which helps identify and avoid risky work behaviours.

“It’s all about people taking responsibility for their own safety — and their workmates too,” says Matthew.

Start safe, finish safe
Safety conversations took place every day with key staff, and information from these was then relayed to contractor teams at the start of every shift through prestart toolbox meetings. Team leaders handed out drink coolers containing safety messages to help reinforce the discussion. This gave team members a chance to share concerns and safety ideas while preparing for high-risk tasks, such as large crane lifts. All up, over 150 safety conversations were held during the shut.

“The overhaul required 133,000 person-hours at a cost of about $20 million”

“Managers were on site every day listening to employees and relaying their concerns to the rest of the teams to make sure everyone was focused on working safely and looking after their mates,” Matthew says.

Teamwork pays off
Thanks to everyone’s hard work, the shut came in $3 million under budget.

The isolations and Authority to Work teams headed up by Jim Bizjak, Greg Ross, Ian Thorpe, Paul Barciak and Brett McMahon, with the support of Steve Frost, Geoffrey Smith and the shift teams, did a great job, says Stuart, as did the planning team headed up by Ian Fulton, Mark Nolan and Raif Hilmi.

A SUCCESSFUL SHUT, AT A GLANCE

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IN THE
COMMUNITY

HOME FOR THE HOMELESS
Through its partnership with HomeAid America, Boral USA will be donating bricks for Phase Two of Rainbow Village, a project underway in Atlanta that will provide a new six-unit apartment building to house local families experiencing transitional homelessness. Boral has been supporting HomeAid since 2006.

HELPING HAND FOR THE WESTERN SWAMP TORTOISE
Australia’s most critically endangered reptile is celebrating its 50th anniversary of being monitored after it was thought to be extinct. Boral’s Midland Brick in Western Australia has been helping in its conservation and donated materials for the upgrade of Perth Zoo’s breeding facilities after the rare species was found on its site. Since 1989, the zoo has bred and released 600 tortoises to the wild.

LEADERSHIP DEVELOPMENT PROGRAM FOR TEENS
Managers from Boral sites in south-east New South Wales will present to local teenagers on what it takes to be a leader and invite applications for the Outward Bound personal development camp in May 2014. Boral has partnered with Outward Bound over the past 10 years, delivering programs to help develop the physical, emotional and social wellbeing of teenagers.

GETTING CREATIVE WITH HAMPERS FOR CHARITY
Employees at Greystanes House in New South Wales recently took time out of their busy day to make hampers for sale in the lead up to Easter. All proceeds will be donated to our cancer support charity Redkite. Across Australia, a child or young person is diagnosed with cancer every six hours. There was a 22% increase last year in families accessing Redkite’s financial assistance program, of which Boral has been a supporting partner since 2012.
JAN

Commemorating the ANZAC Spirit

Through funding and materials, Boral will support a new community partnership commemorating the centenary of the First World War. Together with funding from the Australian Government, the Anzac Centenary Public Fund will contribute to memorials, education projects and improving mental health research and treatment for veterans. It encompasses all wars in which Australians have been involved.

FEB

Rebuilding the Philippines after Typhoon Haiyan

Boral and Habitat for Humanity Australia will be working to rebuild houses in the Tacloban province, one of the areas worst affected by Typhoon Haiyan. Boral’s donation of $25,000 has been matched by Habitat for Humanity’s Haiyan Appeal, providing decent homes for more than 36 people in coming months.

MAR

USG Boral Wins Architects’ Choice Award

USG Boral has been awarded the inaugural 2014 Philippine Architects’ Choice Award in the gypsum & plasterboards category. The award recognises outstanding design, innovation, sustainability, performance and customer service. Country Manager Charles Tiuson said it was great to see USG Boral recognised as architects’ preferred plasterboard brand.

APR

Concrete Donation to Koala Sanctuary

Currumbin Wildlife Sanctuary in Queensland’s Gold Coast opened its Wild Koala Rehabilitation Enclosure with the help of Environment and Heritage Protection Minister, Andrew Powell, and Member for Currumbin, Jann Stuckey MP. Boral’s concrete donation to the enclosure is part of our commitment to the care of koalas, zoos and general wildlife preservation in the areas in which we operate.

APR

Teaching Conservation at an Early Age

30 schools across New South Wales, Victoria, Queensland and Western Australia are planning to take part in the Conservation Volunteers Australia school program from May to September 2014, supported by Boral. Projects include creating ‘biodiversity classrooms’ in or near school grounds, and teaching practical lessons in conservation and the environment assisted by volunteers and Boral employees.

MAY

Donations for Sustainable Building in Cambodia

Kevin Armstrong, HSE Director from USG Boral, is raising money for a sustainable building charity project in Cambodia. Together with Boral’s donation of $1,000, Kevin is looking to raise $2,000 to buy building materials that will go towards the building of community facilities including hospitals and schools in remote areas by RAWimpact Global Development Group. To provide additional support, please visit http://rawdirt.gofundraise.com.au/page/ArmstrongKevin.

MAY

Bangarra Dance Theatre National Tour

Celebrating its 25th anniversary, Australia’s leading Indigenous performing arts company will debut its new production Patyegarang at the Sydney Opera House. The performance – touring across Australia from June to September – tells the story of a friendship between a young girl from the Eora country, Patyegarang, and Lieutenant William Dawes of the colonial first fleet, and how their cultural exchange came to be documented by Dawes. Boral has supported the Bangarra Dance Theatre since 2002.
We call the deep rustic textures found on each brick in our Handmade range, ‘character lines’. And that’s just what they are. Every brick is individually formed, giving it its own unique personality. With distinctive colour blends to choose from, they’re a perfect way to add character to any building.

Whether you’re building a Colonial style home, a country retreat or a contemporary city apartment, our unique Handmade range can help create a timeless and individual look. Plus, with all the qualities of natural clay brick, you can feel assured knowing the look will last from generation to generation.

For more inspiration and information about our unique Handmade range of bricks and pavers, call Midland Brick on 13 15 40, visit us online at www.midlandbrick.com.au or drop into a Midland Brick Centre.