BORAL ACQUIRES LAFARGE’S INTEREST IN LBGA PLASTERBOARD VENTURE
An exciting step for our Company’s future development

GROWTH
Queensland construction materials position enhanced

LEAN
A catalyst for Group wide improvements

Boral In The News
Issue 2. 2011
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MESSAGE FROM THE CHIEF EXECUTIVE

REINFORCING THE CORE

In August I announced our full year results for 2011 and spent time with our shareholders to give them a better understanding of our market, strategic initiatives, operational improvements and our outlook for the current year. I confirmed that I was pleased with the Group’s progress in FY2011 as our clearly defined strategy for operational excellence and sector leading performance has continued to progress with increasing purpose and determination.

Over the last year we have achieved a great deal of success across a large number of key operational, financial, health & safety and business development measures. This progress reinforces our core belief that operational improvements provide the best short term potential to deliver the earnings and competitive improvements which are key to our future financial objectives and aspirations for growth.

Pursuing growth
The achievement of our goals starts with strong leadership positions in attractive and growing markets, and the Group's corporate activities continued to pursue opportunities to align the portfolio with those activities which underpin the future of the Group.

During the year, we undertook a number of significant transactions which will all contribute to the future success of Boral. We divested the non-core scaffolding and concrete panel businesses in the first quarter of FY2011 and used the proceeds to help fund a number of acquisitions in areas which are core to the Group.

In July 2010, we acquired the balance of shares in MonierLifetile and in December added a 50% share of Cultured Stone, which has a leading position in the United States residential stone market.

In Australia, we announced the acquisition, subject to regulatory approval, of Wagners Construction Materials business and Sunshine Coast Quarries, both excellent additions to our Australian construction materials in the high growth Queensland markets.

In August 2011, we acquired Lafarge’s 50% share of LBGA, our joint venture plasterboard business in Asia. This is an exciting development for the Group into strategically important markets and we are confident it will have a meaningful positive impact on the growth and financial performance of Boral.

“Reinforcing the Core”
In September, we had our Group conference which has been closely followed by divisional conferences to ensure that the key messages are cascaded throughout Boral and reach every employee as quickly as possible.

At the conference, I reinforced that we are focusing on “Reinforcing the Core” by making sure we truly embed all the great initiatives which have commenced over the last twelve months. Additionally, it is important that we all understand how these elements fit together and how they are supported through the Boral Way and the Change Action Network.

We continue with our commitment to safety, the elimination of waste – which includes simplifying our processes and implementing reliable, standard systems – providing our customers with new and improved offerings and finally, it is critical that we harness our total scale.

Prospects
While the sluggish residential markets experienced in the second half of FY2011 are expected to continue into FY2012, we are well positioned even in these difficult market conditions. I remain confident that the actions taken in FY2011 provide a strong platform for increased growth and earnings when external conditions improve.

My thanks go to our people who show continued dedication to the Boral Way initiatives and I believe that the achievements in FY2011 will grow to deliver further progress in the year ahead as we continue to improve our competitiveness and forge new and stronger customer relationships as we build Boral into something really great.
BORAL’S GLOBAL INTRANET – BUILDING SOMETHING GREAT

The One Boral Intranet is becoming a key communication tool within our organisation to spread information, provide access to business tools, provide reporting systems and assist in Building Something Great. Use of the One Boral Intranet has grown significantly with 380,494 visits in August up from 188,000 visits a month just 12 months ago.

By Barry Borham, National Manager, E-Business, Boral Limited.

The Intranet is being developed around 12 key business focus areas represented by each of the 12 tiles on the Intranet Homepage. Each of these focus areas has been delegated to a member of the Operations Executive to monitor and approve the content that is published to ensure that the tight business emphasis of the Intranet is maintained. To see the names of each of the tile owners and an outline of the content of that part of the Intranet just click on each of the tiles. Feel free to contact the tile owners if you have suggestions about how that part of the Intranet could be improved in any way.

To further enrich the content of the Intranet each major initiative is being accompanied by a video prepared by the person with primary responsibility for that initiative. There are a number of videos currently available on the site with all past videos also available from the video archive accessible from the right hand side of the Homepage just underneath the current comments by our Chief Executive, Mark Selway.

To flesh out how the Intranet is being used I’ll expand on a few of the key business focus areas; Manufacturing, Human Resources and OH&S.
Manufacturing

Sponsor – Mark Selway
Champion – Andy Rylance

The Boral Production System is Boral’s way of satisfying customer demand and minimising waste with the least cost method of production. The key objective is to establish systems that enable our organisation to deliver on demand, minimise inventory, maximise the use of multi-skilled employees, flatten the management structure and focus resources where they are needed to sustain in delivering benefits to Boral’s customers, employees, shareholders and environment. This part of our Intranet contains a wealth of information, tools and training materials to enable everyone to approach LEAN Manufacturing as part of One Boral.

As part of our approach to LEAN Manufacturing every site in Boral has been benchmarked with the results listed on the Intranet. This enables every employee to see how each site is performing for each of the 10 aspects of LEAN. Where people from one site think they have something to learn from another site it allows them to identify who is best in class for that aspect of LEAN and learn from those who have demonstrated achievement.

Human Resources

Sponsor – Robin Town

One of Boral’s key human resource objectives is to have the best people in our industries. In order to achieve this, our human resource policies and strategies are developed to meet our internal requirements while addressing external challenges.

One of these strategies is the implementation of the Personal Development Process (PDP). This is a Boral management tool designed to systematically assess and develop the people capability of the organisation and in so doing:

- Identify and develop employees who will lead the Company
- Evaluate the strengths and development needs of employees
- Provide a consistent approach to evaluating individuals across Boral
- Assess the Company’s organisation and human resource needs.

Further information on PDP and other Human Resources initiatives is available from the Intranet.

OH&S

Sponsor – Robin Town
Champion – Ross Dill

Boral has a fundamental commitment to providing safe and healthy working conditions for all people involved in our operations.

Recently 54 OH&S Standard Operating Procedures and a host of supporting documentation has been loaded on the Intranet in support of Boral’s Health & Safety Management System.

The System articulates the minimum requirements to ensure consistent practice across Boral’s businesses whilst enabling each division and business unit to develop Health and Safety Management Systems that address their individual requirements.

Next steps and Intranet issues

Make an effort to explore all of the Intranet tiles and the host of other information now available on the Intranet. As we develop the Intranet we are aware that some areas require attention.

We have received your feedback that in some places network speeds are inadequate. A major project has been launched to address this problem. We are also replacing the search engine on the intranet with Google mini in the near future.

Please contact Barry Borham or one of the tile owners if you find any out of date content on the Intranet or have any other comments, feedback or suggestions as we use the Intranet to help us in Building Something Great.
ACQUISITION OF LAFARGE’S INTEREST IN LBGA PLASTERBOARD VENTURE

In August 2011, Boral announced the acquisition of Lafarge’s 50% interest in the joint venture Lafarge Boral Gypsum Asia (LBGA) for equity value $530 million.

LBGA is a plasterboard joint venture between Boral and Lafarge which was formed in 2000 and has grown progressively to the leadership position in the Asian plasterboard market. Boral will now acquire Lafarge’s interest in the joint venture which includes 20 manufacturing operations in eight countries, trading operations in a further three countries and exports to more than 30 markets throughout Asia and the Middle East.

Boral’s Chief Executive, Mark Selway, stated: “We have enjoyed a highly successful partnership with Lafarge over the last 10 years and together we established the leading plasterboard business in Asia.

“The acquisition of Lafarge’s interest in LBGA is an outstanding opportunity to gain management control and own the majority of a high quality business with excellent growth prospects and strong earnings potential. We are looking forward to continuing to work with the LBGA management team and employees to realise the full potential of our newly acquired Asian businesses.”

LBGA’s total plasterboard capacity of approximately 450 million square metres provides an ideal launch pad to extend our leading position in plasterboard, metal stud components, plasters and compounds throughout Asia.

The business today has the largest plasterboard network in Asia, with leading market shares in the higher growth markets of Korea, Thailand, Indonesia, Vietnam, Malaysia, India and the Philippines, as well as an established growth platform in China.

This acquisition, when combined with Boral’s market leading plasterboard activities in Australia, positions the Group as the pre-eminent producer of plasterboard and related internal linings solutions products in the Asia Pacific region.

LBGA ACQUISITION SUMMARY

An exciting step for the future development of Boral:

- Adds significantly to Boral’s portfolio of high growth markets in Asia.
- Increases exposure to and more evenly balances portfolio across attractive product areas.
- LBGA’s leading market and distribution network provides strong foundation for growth.
- Potential to enhance productivity through application of Boral’s proven management processes.
- Financially attractive, expected to be earnings accretive in first full year of ownership (FY2013).
- Low risk deal offering scale and earnings growth in well understood business.
BORAL ACQUIRES WAGNERS CONSTRUCTION MATERIALS ASSETS IN QUEENSLAND

In April 2011, Boral announced an agreement to acquire the Queensland construction materials operations of The Wagners Group for $173 million. These assets include Wagners’ quarry, concrete and related assets in the Darling Downs, south east Queensland and Townsville regions and several land parcels with future development potential. Around 275 Wagners employees will transfer to Boral.

Boral’s Chief Executive, Mark Selway, commented: “The acquisition is an exciting investment in our core Australian construction materials business. Wagners construction materials is an excellent addition to our existing business, adding high quality assets and market positions in attractive growth areas of Queensland. We look forward to working with the management team and employees to capitalise on the full potential of the combined business.”

Wagners Group will continue to own and operate its Brisbane cement grinding plant and the sale includes a cement supply arrangement which will augment Boral’s future cement supply position and underpin the future of the Wagners Group cement grinding plant.

Completion of the transaction remains subject to clearance from the ACCC.

Right: Wellcamp Downs Quarry in Queensland, Wagners Group.

BORAL ACQUIRES SUNSHINE COAST QUARRIES IN QUEENSLAND

In July 2011, Boral reached an agreement to acquire the quarry and concrete assets of Sunshine Coast Quarries for $81.5 million. The business includes a large quarry at Moy Pocket, a smaller quarry at Wondai and a concrete plant at Gympie.

Boral’s Chief Executive, Mark Selway, commented: The acquisition of Sunshine Coast Quarries “represents high quality assets and market positions in attractive growth areas of Queensland.”

This acquisition helps to secure Boral’s position on the Sunshine Coast. The Moy Pocket quarry is an efficient operation with long term high quality reserves which will replace our existing quarry at Coolum which is approaching the end of its useful life. The acquisition also provides us with additional capability to service major infrastructure projects and support projected population growth on the Sunshine Coast.

ACCC clearance has been received and the transaction is now expected to be completed by the end of October 2011.

Above: Wondai Quarry, Sunshine Coast Quarries.
CULTURED STONE INTEGRATION CONTINUES IN THE USA

By David Mariner, President, Boral Stone Products.

The integration of Cultured Stone began in January 2011 with an ambitious plan to implement the Boral Way, rebrand all products and facilities and transfer business processes and an IT platform to Boral Cladding standard.

All areas of the integration into Boral are now moving forward and the changes are having a real and positive impact on the business.

The safety culture of the Cultured Stone business has been a welcome addition to Boral’s portfolio of businesses. To date the business has not experienced a Lost Time incident however it has, unfortunately, experienced two recordable injuries which are not acceptable. Both of the injuries were related to human ergonomic motion and therefore shortly after occurring, Kaizen events were performed focusing on standard work.

The events resulted in Standard Operating Procedures which were designed to ensure safe, more ergonomically acceptable conditions for employees in the future.

The implementation of the Boral Production System is underway within both facilities of the business and after an initial push to Value Stream Map all production lines, the focus shifted to 5S, standard work and Cultural Awareness.

Both facilities having a large direct labor component, and focus on Cultural Awareness and training have been the key to a successful integration into the Boral Production System.

From a branding perspective, the timing of the Group’s global branding efforts coincided well with the integration.

All signage, packaging, and collateral material have now been transitioned to incorporate the Boral brand. The final piece of the brand transition will occur when the updated Boral website is implemented.

The customer base has welcomed the transition and is excited to hear what Boral has in store for the Cultured Stone business. They are eager to learn more about LEAN as we have talked to them about the benefits it will provide in the future.

In addition to a seamless transition the business is growing its customer base including the recent launch of Cultured Stone in Australia.
BORAL’S SALES AND MARKETING EXCELLENCE PROGRAM IS STEPPING UP

In my last update, I referred to increased collaboration across Boral’s business units as the platform for the Sales and Marketing Excellence program.

By John Stewart, Group Sales and Marketing Excellence Manager.

Since then, we have invested in tools to facilitate and measure our efforts to leverage scale, capability and relationships across the globe.

Our product lead sharing tool is just one example, so far we have seen over 6,000 qualified sales leads shared between the Boral businesses, representing tens of millions of dollars in revenue.

In addition, the Sales and Marketing Excellence program has stepped up efforts to focus on core sales and marketing capabilities. The majority of our effort has focused on ensuring our sales teams are lean and effective, benchmarking performance against pockets of excellence within the Boral Group, as well as the broader business landscape.

A baseline has now been established and we have audited our performance against stringent criteria.

Our sales managers are now actively involved in developing and implementing improvement plans targeted at the areas of greatest impact.

This six monthly cycle of improvement and measurement is recognised as best practice in terms of sales and marketing capability improvement.

Whilst much of the focus in sales and marketing has been on measurement and executing improvement plans, it is important to recognise that our capability relies on the efforts of hundreds of functional professionals. To this end, I was pleased to report the terrific support of our Sales and Marketing Reinvigoration Roadshow across Australia.

This series of events was attended by a wide range of managers and sales and marketing professionals. The energy and enthusiasm displayed at these events exemplifies the support for, and belief in, the suite of Sales and Marketing Excellence initiatives in Boral.

Early in 2011, the team agreed to implement quarterly and annual awards to recognise stories of success in Sales and Marketing. We now have a library of over 50 storyboards, all demonstrating passionate commitment to sustainable business outcomes brought about by a commitment to cross-business collaboration, leveraging Group wide capability.

Above (left to right) Leigh Street, Victorian Sales Manager at Boral Quarries receives the Storyboard Award from John Stewart, Group Sales and Marketing Excellence Manager.

A ONE BORAL APPROACH FACILITATES A MAJOR CUSTOMER’S DESIRE FOR A SITE VISIT TO NEW ASIAN RESIDENTIAL CONSTRUCTION

A “One Boral” approach resulted in Boral’s Asian plasterboard joint venture, LBGA, arranging a visit to Shanghai for major Australian customer, Meriton.

By Julie Adamo, Regional Sales Manager NSW/ACT, Boral Construction Materials.

Meriton, a long term and valued Boral customer, has been building quality luxury apartments for nearly half a century throughout central Sydney, as well as in Surfers Paradise and Brisbane in Queensland. These luxury apartments are very popular with Asian buyers.

Harry Triguboff, Managing Director of Meriton, contacted Julie Adamo, Regional Sales Manager (NSW/ACT) for Boral Construction Materials, to see if Boral could assist him with some site visits to recently constructed residential developments in China to allow him to understand the latest Chinese preferences.

Taking a “One Boral” approach, Julie asked Gavin Burton the Country Manager – China for Boral Gypsum in Asia to work through this request.

Together, Gavin, Gerard Vongsady (General Manager – Sales & Marketing, BGA China) and Guoping Liu (National Commercial Manager, BGA China) arranged a site visit for Mr Triguboff to the recently constructed Oriental Bank Residential Building in Shanghai.

Mr Triguboff appreciated the visit and was able to take back some ideas to Australia and even provided advice to the contractor on site.

Left to right: Guoping Liu, Commercial Manager BGA; Mr and Mrs Triguboff; Gerard Vongsady, General Manager Sales & Marketing BGA; Leonard Liu, HR Director, BGA.
BORAL’S BUILD CAMPAIGN TAKES TO THE STREETS

The development of Boral’s BUILD program is forming the centre stage for increasing the awareness of the Group’s capabilities and building a common framework for communicating the cornerstone of the Group’s competitive DNA.

BUILD stands for:

**Better** products – the most suitable product for the purpose with high performance built in

**Unrivalled** value – affordability at the heart of a sustainable business

**Investing** for growth – expand and invest through acquisition and innovation worldwide

**Lifelong** solutions – working for tomorrow, not just today

**Delighted** customers – easy to do business with from day one

To support the launch of the BUILD campaign Boral embarked on an outdoor media campaign with strategically located billboards on major roads in Sydney and Melbourne from June to October 2011.

Customer and employee response to the campaign has been terrific with the contemporary and colourful Boral BUILD “island” proving memorable across all demographics.

On Boral’s website the island is interactive and encourages visitors to explore the many Boral products and services with the tagline “Together we can design and build a better future.”
LEADERS IN SUSTAINABLE BUILDING RECOGNISED AT THE 2011 HIA-BORAL GREENSMART AWARDS

The annual HIA-Boral GreenSmart Awards recognise builders and manufacturers who lead the way in environmentally responsible housing.

By Glenn Simpkin, Group Brand and Marketing Manager.

HIA Managing Director Shane Goodwin said, “The HIA GreenSmart program is a voluntary initiative and accreditation our members can incorporate into their building practices to respond to consumer demand. The Awards recognise the high standards and excellence among these practitioners.”

This year’s award ceremony was held in August in Melbourne and celebrated winners from New South Wales, Queensland and a strong field from Western Australia whose builders claimed wins in four of the eight categories.

Among the highlights were the award for the prestigious GreenSmart Home of the Year which went to Western Australian company Eco-Logical Building for their project at Mullaloo. This was judged “a well designed and executed home that exemplifies GreenSmart Principles”.

The GreenSmart Project Home of the Year was awarded to Cosmopolitan Living Qld who “achieved 9-star accreditation at an affordable price” for the Newport 160.

Mirvac WA won the GreenSmart Energy Efficiency Award for their project which “integrated sustainability into a good design outcome”.

2011 HIA-Boral GreenSmart Award winners

2011 HIA GreenSmart Home, partnered by BlueScope Steel:
Eco-Logical Building Pty Ltd (WA)

2011 HIA GreenSmart Residential Development, partnered by Boral:
Housing NSW – Redfern East Development (NSW)

2011 HIA GreenSmart Energy Efficiency, partnered by Stratco:
Mirvac WA (WA)

2011 HIA GreenSmart Product, partnered by housinglocal.com.au:
CSR Viridian SmartGlass™

2011 HIA GreenSmart Professional, partnered by AGI Insulation:
Ian Holloway, WA Country Builders (WA)

2011 HIA GreenSmart Project Home, partnered by Austral Bricks:
Cosmopolitan Living Qld (QLD)

2011 HIA GreenSmart Resource Efficiency, partnered by Fletcher Insulation:
Clarendon Homes (NSW)

2011 HIA GreenSmart Water Efficiency, partnered by Stratco:
Jade Projects (WA)

BORAL DESIGN AWARDS

Boral has recently launched its fifth annual Boral Design Awards in Australia with events in Melbourne, Sydney and Perth.

By Glenn Simpkin, Group Brand and Marketing Manager.

The winners will be decided by a panel consisting of architectural professionals and the editor of Architectural Review magazine.

This year’s challenge focuses on the “adaptive reuse” of a former commercial building into dwellings of excellence. Entrants are asked to specify from a range of Boral products, including: bricks, concrete, pavers, retaining walls, timber, decorative concrete, cornice profiles and roof tiles.

There will be three award categories in this competition:
- Professional – $20,000 cash first prize
- Emerging Professional – $10,000 cash first prize
- Student – $4,000 cash first prize

Winners will be announced in March 2012.

For more information call 1300 360 255 or visit www.designawards.boral.com.au or email designawards@boral.com.au

Left: Gerard Moran, National Manager Customer Services, Boral Plasterboard and Glenn Simpkin, Group Brand and Marketing Manager at the HIA-Boral GreenSmart Awards ceremony.
HOME BEAUTIFUL PROMOTION

With increasing expenditure on home improvement driven by the ageing of Australia’s existing housing stock, a desire by individuals to stay in the community that they enjoy, and increased knowledge driven by the number of renovation reality television programs such as “The Block” and “The Renovators”, the renovation market is a place where Boral intends to increase its position.

By Glenn Simpkin, Group Brand and Marketing Manager.

Boral entered an exclusive partnership with Home Beautiful magazine for their inaugural “Renovation of the Year” promotion.

The “Renovation of the Year” promotion launched in October 2011 and includes two categories: Major Renovation of the year ($100,000-$400,000) and the Minor Renovation of the year ($10,000-$100,000). The winners will be unveiled in March 2012 and will receive a cash prize of $10,000 and $5,000 for the best Major and Minor Renovation respectively.

Glenn Simpkin, Group Brand and Marketing Manager, said “Working with Home Beautiful magazine on this promotion is a terrific opportunity for Boral to develop an integrated communication campaign that will drive the brand repositioning and improve our consumer touch points via the selection centres, point of sale and website.”

“This is also a great way to use a wider range of media including press, radio and television to engage with the consumer and increase their knowledge of the Boral product portfolio,” Glenn added.

BORAL EMPLOYEES PREVIEW NEW LOOK TRUCKS

The Group’s rebranded and new look Boral vehicles with their striking colours and graphics are commanding attention across the country.

Employees at Boral’s Greystanes House site in Sydney’s west had the opportunity to inspect the trucks close up when the new Boral Cement tanker, and a re-branded tipper and concrete agitator paid an early morning visit. The tanker was on its very first journey to be officially presented to Boral Cement executives by the Melbourne fabricators. Since then, the first of the B Double Boral Cement tankers has also taken to the road.
A number of businesses throughout Boral have started to implement Policy Deployment as part of the Boral Production System. Policy Deployment is the process for developing regional management and site based objectives that align completely with the corporate and divisional goals. This means our managers can get clarity on what is critical to do in this time of rapid change.

In May and June this year, four Boral businesses in Australia piloted the process. Pinkenba Plasterboard, Berrima Cement, Victoria Concrete and Clay & Concrete Products WA held workshops presented by Laurie West and Andrea Pidcock. Laurie has substantial LEAN experience and has been helping us in the development of the Boral Production System. The US division kicked off the process in April of this year and is making great progress rolling it out through their operations.

Policy Deployment starts with bringing together the cross functional leadership team of the business for a three day workshop. During the workshop, the team looks at how corporate strategy is developed, what makes leading companies great, and what is the capability platform of their business. Critical objectives are then developed for their business that align with the corporate and divisional strategy, together with stretch targets that drive the business towards best practice. This is followed by a process to identify what improvement projects are required to close the gap between their current performance and best practice benchmarks.

The workshop is just the start of the process. Over the following weeks, the team communicates the outcomes of the workshop with employees throughout the business, listening to feedback and making changes where necessary.

The final outcome forms the roadmap for the business for the next year and is captured on a single page matrix that not only lists the objectives, targets and projects, but also shows the relationships between them. Departmental objectives and personal objectives are all developed to align with the overall matrix, and to deliver the targets.

“Policy Deployment is the element that has been missing from our business,” said Phil Renwick, Divisional HR Manager for Boral Building Products, who participated in the Pinkenba workshop.

To find out more about Policy Deployment go to the Manufacturing tile on the Intranet and watch one of the videos available.
PULL INVENTORY SYSTEMS COME TO BORAL

So what is PULL? PULL is a LEAN methodology that ensures an upstream process only produces when the downstream process signals a need. This means a business operating to PULL principles will only manufacture when real orders are in the system and not on the basis of a forecast.

By Andy Rylance, Group Lean Manager.

The major benefit of PULL is that it prevents overproduction, which is our worst waste offender and restricts inventory build by only producing the product that customers really want:

- Production of a product does not commence until the signal for replenishment is triggered by stock being despatched
- Products are only manufactured at the rate at which they are despatched to the customer, this is known as TAKT Time.

In May this year, we kicked off PULL at the Wacol Hess Masonry block plant in Queensland. The PULL system was implemented across two product lines which accounted for 51% of the sales volume at that site. Training was undertaken for one week and the team created an action plan to enable the launch of the program six weeks later.

The Wacol team did a great job meeting all their deadlines and went live during the second week of July. Four weeks down the track there have been no misses or stock outs. They are now expanding to a further six product lines which will encompass 70% of their total sales volume.

The implementation was led by Steve Olsen, Operations Manager, Wacol; Jamie Frew, Lean Facilitator, Wacol and John Jappe, Hess Plant Process Leader, Wacol – with the support of the entire site. They are now assisting the next sites to implement PULL. Steve said:

“The plant operators are very supportive of what we’re doing. It’s been a tough market in Queensland recently and they can see the common sense in not filling the yard with products we don’t need and only making the products we know are selling.”

The increase in available yard space is already obvious. “We have this huge yard area but the products operating on PULL are only occupying about 5% of the space for over 50% of the sales,” explained Jamie.

The Wacol team made a video of the process in action and this is available for Boral employees to view on the Company’s Intranet. (On the Manufacturing Intranet site, under Ten Attributes of LEAN, click on Material Control.)

Next up is Plasterboard at the Pinkenba site where over the next few months, pilot workshops will run across different product groups.

This will allow Boral employees to do their learning in a controlled way and create a Boral standard for PULL implementation.

This proven model can then be accelerated across Boral sites in line with the key business objectives developed through the Policy Deployment process.

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PULL process in pictures:

1. Kanban labels are placed on packs during manufacture
2. As packs are loaded on to trucks, the kanban ticket is collected and placed in a local collection basket
3. The kanban tickets are collected from the yard every two hours
4. Production collect the kanbans and record visually their adherence to SOP’s that protect the process
5. The kanbans then slot into the next available production window, so the sequence of production matches sales

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When blocks are replenished to the yard, the kanban ticket is put back on the pack and the cycle repeats.
LEAN INITIATIVE LEADS TO A MAJOR CLEAN UP TO IMPROVE THE SAFETY AND THE WORK ENVIRONMENT AT BORAL CEMENT

Boral Cement Engineering Services is project managing a major demolition project underway at several Boral Cement sites. Over $7 million has been allocated for the removal of redundant plant and equipment at the Maldon and Berrima sites in NSW and at Waurn Ponds in Victoria.

By Mike Boadle, Engineering Services Manager, Boral Cement.

The four main objectives of the demolition work are to:
- Remove potential hazards associated with asbestos contained within the old equipment.
- Remove the future risk of the old equipment eventually collapsing due to structural issues.
- “LEAN” the site so that old redundant equipment does not take up space and impact site safety and productivity.
- Improve the working environment for Boral employees and the communities we service.

At Maldon, the work centred around the demolition of Kilns 1 and 2 and associated equipment. These kilns were constructed in the 1950s and had not been operational since the late 1970s.

Similarly at Berrima, the work focused on the obsolete Kilns 4 and 5, including the 50 metre kiln stack and the wet raw milling and slurry storage area.

At Waurn Ponds obsolete components of the limestone system including the rotary dryer have been among plant and equipment removed.

US LEAN UPDATE

The introduction of LEAN tools is enabling Boral sites globally to improve their performance and while individual business efforts are good, the journey to great includes collaboration across sites and factories.

By David Mariner, President, Boral Stone Products.

One of the core principles of LEAN is the sharing of ideas. Through a different set of eyes we can better “see the waste” in our processes. A recent example at the Boral Brick plant in Bessemer, Alabama demonstrates the collaborative resources that resulted in performance improvement. After being closed for the capital improvement of existing equipment, the plant struggled during the start up process.

When the plant manager was subsequently offered the assistance of a “team”, he felt unsure as to whether the site could benefit from “assistance” that resulted in more things to do. The Boral US Bricks Operations Team provided a cross functional response to the struggling site with a focus on using LEAN tools to improve Overall Equipment Effectiveness (OEE).

The target areas for improvement included the forming and setting area, and the packaging and grading department. The visiting participants included Plant Managers, Vice Presidents, a Regional Manager, Supervisors, Programmers, a Quality Manager and Assistant Plant Managers.

The team charter was clear:
- Assist the Bessemer team to improve OEE
- Collect detailed downtime data
- Define the key barriers for OEE improvement
- Implement “quick wins” by the team members
- Develop action plans for corrective items that cannot be done immediately
- Leave plant with a method of tracking downtime and communicating OEE daily
- Review standard work and make revisions.

The guiding principles for the resource team were: don’t create work for the site team; make data capture simple and effective; and help the site team prioritise improvement activities. The improvement team was on site for a week and they emphasised “GEMBA” in all activities – Go And See!

The team divided the plant into focus areas to observe issues. These two person observation teams documented the areas of influence on OEE related to Availability, Performance and Quality. After many hours and effective activity governance they identified multiple areas for improvement.

The team then worked with operators on the data collection methodology and the tracking mechanism. This enabled them to identify a better way to track OEE and visually represent the data on the shop floor. The result was a significant improvement in OEE from February to March of 48 to 62 – an improvement of almost 30%.
KAIZEN BLITZ AT GEEBUNG

Over the last 12 months the Queensland Windows team has made huge improvements through the deployment of LEAN. OEE has improved by 20%, lead times are down by 20% plus, raw material and work in progress inventories have been reduced. The business has been simplified with two manufacturing sites merging into one, resulting in significant cost savings and improved competitiveness in the market.

By Geoff Bell, Business Development and Planning Manager, Construction Related Businesses.

The team had an existing classroom based training program running, but David Muncaster, the new Queensland General Manager for Dowell Windows could see this was not having the impact the business needed. With manufacturing experience in several industries and a background in LEAN manufacturing, David had a clear view of how to approach the situation.

Using the Kaizen event material on the Boral Production System the team was led through a four day event to gather data, analyse the situation and identify issues and develop and implement actions to improve the Sliding Window line efficiency and drive shop floor engagement.

Teams were tasked with understanding the customer demand from the process (to calculate TAKT Time), developing a spaghetti diagram (to analyse flow) and undertake activity timings to measure process cycle times, and identify which tasks were adding value to the customer and those which represented waste.

A comparison of the cycle times for sequential steps in the process versus TAKT Time (the “line balance”) showed that the current assembly process was not balanced and leads to overproduction, inventory and waiting.

Using root cause analysis techniques the team developed solutions to reduce wasteful activities and redistribute work amongst sequential activities to improve line balance flow. Key actions included relayout of areas, full 1s and 2s redesign of work areas, introduction cutting to job lot (to introduce one piece flow) and scheduling of glass to individual a-frames (to reduce waiting time through searching for glass). Many of the actions were implemented over the course of the four day event.

The results were dramatic. Within weeks efficiencies on the Sliding Window line had improved by 12%. The team, which included the Sliding Window Team leader, were fully engaged in the process and owned the actions and their implementation ensuring that improvements have been maintained.

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Efficiency continued to improve by a further 7% to June 2011. “The most important change has been the change in culture of the shop floor. The team have really taken up the challenge and now drive the improvement process themselves,” said Darin Dinneen, Geebung Operations Manager.

David is now expanding the use of LEAN into the sales teams. “We’re now using LEAN tools in sales, to get better solutions in the estimating function and to reduce our cost in the service teams. I have been really impressed with the progress and we are further down the road than I expected us to be,” said David.

“Geebung has been a great example of management taking a self help approach, using a mix of their own experience and the Intranet toolkit to get on and do,” added David.
UPGRADE FOR BORAL CONCRETE AT KEMPSEY

Boral acquired the NSW mid north coast Kempsey concrete plant in 2005, with an intention of substantially upgrading the plant, however, market conditions deteriorated and those plans were shelved.

By Phillip Mallam, Asset Manager NSW/ACT Concrete, Boral Construction Materials.

Fast forward to 2011 and Boral has won supply contracts for bridge works as part of the Kempsey Bypass project. In the next 18 months the plant is expected to produce in excess of 20,000 cubic metres of concrete. Plans for the upgrade were dusted off, revised and put into action.

The opportunity was taken to improve the plant reliability via Command Batch, batching speed via a second aggregate weigh bin, structural steel via full sand blast and paint, repairs, replacement of one silo and importantly, refurbishing the driver amenities and ablutions.

This investment and the “can do” attitude of the Kempsey team was rewarded with the award of considerable work supplying Leighton Contractors as part of the Kempsey Bypass Alliance, of the Pacific Highway upgrade linking Newcastle with the Queensland border.

This project has recently decided upon a road design across the Kempsey flood plain which will deliver Australia’s longest bridge at around 2.5 kilometres. The “Super T” beam component for the bridge will be cast offsite at Abigroup’s APS Precast operation at Macksville, of which Boral currently supply.

Mid north coast Production Manager, Mark Arandale, is looking forward to servicing a rapidly expanding project market from the newly upgraded Kempsey plant.

Mark commented: “The upgrade gives Boral greater capacity to service not only our existing local and Kempsey Bypass work, but future Pacific Highway work to the north and south of the town. As well as the obvious benefits around safety, environmental performance, production capacity, modern technology and QA, we now have a plant that all the Kempsey staff can be truly proud of.”

The end result of the upgrade will be a plant capable of meeting the upcoming future demand, that will meet all the stringent QA criteria associated with bridge works and provide for safe and comfortable amenities for the staff.

Above: Kempsey concrete plant, in the mid north coast of NSW.

ST PETERS AND WIDEMERE WIN THE SECOND CLEAN SWEEP AWARD

Congratulations to the Clean Sweep teams at Widemere and St Peters who won the large and small site awards respectively.

With 30 sites in the running for Clean Sweep II, the entries were very close, however the winning entries stood out as exceptional achievements.

Round III is commencing, with an emphasis on sustainability and innovation. Take your chance to raise the bar at your site, setting higher standards for how we operate.

Before

After
BORAL CONSTRUCTION MATERIALS RECOGNISED AT THE 2011 OKLAHOMA SAFETY COUNCIL HEALTH & SAFETY CONFERENCE

This year the top Oklahoma safety award, The Governor's Pinnacle, was given to Boral Construction Materials, Oklahoma for outstanding improvement and commitment to safety. From 2008-2010, Boral Oklahoma’s injury rate and workers compensation costs were reduced by 87%.

Boral acquired the business in 2007 and brought in rapid change and reorganisation. The increased expectations and accountability resulted in improved business practices, most notably in safety performance.

A behaviour-based safety program, active safety committees, and improved safety systems have contributed to the company’s safety culture.

The Oklahoma Safety Council was founded in 1947 as a chapter of the National Safety Council, a non-governmental, not-for-profit, public service organisation which promotes the adoption of safety, health, and environmental practices and procedures that prevent and mitigate human suffering and economic loss.

Left to right: Dave Koeneke, Executive Director of the Oklahoma Safety Council; Bill Anderson, BCM Transportation Manager; Sean Hickey, BCM Safety Manager; Angela Lankford, BCM HR & Benefits Coordinator; Tom Turnipseed, GM Aggregates; Jake Seay, GM Concrete; Lt. Governor Jari Askins.

BORAL LEADS WITH SAFETY BREAKTHROUGH FOR TIPPER TRUCKS

Operating a full size on-road tipper truck these days can regularly throw up significant challenges for our drivers. Tippers in the Boral fleet can be multi-trailer combinations with a combined mass of up to 66.5 tonnes. Heavy traffic, difficult job sites and tipping at night are just a few of the conditions that keep our drivers on the ball. One of the more hazardous situations, however, is tipping near high-voltage overhead power lines.

By Merv Rowlands, Fleet Engineering Manager, National Logistics, Boral Construction Materials.

Accidental contact between a raised tipper bin and power lines is a dangerous and potentially fatal event. A series of incidents and near misses involving tippers from Boral and other companies in recent years had prompted a review of the problem at the highest levels in Boral.

The Logistics Co-ordination Council asked Jason Williams from Fleet Engineering to investigate a cost effective engineering solution as an enhancement to existing driver protocols.

Jason researched internationally. He recommended a device manufactured by Transport Support in the UK as the best option for Boral.

The system consists of a roof-mounted antenna and in-cab audio/visual alarm. It can detect and warn the driver of overhead powerlines up to 80 metres away.

“To prevent the system from triggering while simply driving on roads near powerlines, we were able to connect this equipment to the truck’s separate hoist-up alarm, so that it only warned the driver of his proximity to these lines when tipping,” said Jason.

Testing proved the system’s functionality, durability and worth, and senior Boral management mandated the rollout to all 150 company-owned tipper trucks in the country at a cost of around $250,000.

Boral is now about to embark on a similar fit-out of this system to our sub-contractor vehicle fleet working full-time for Boral. This will be around 320 vehicles at a shared cost of well over $500,000. There’s no room for double standards when the stakes are this high.
Above: An Overhead Powerline Detection System alarm graphic is displayed on the Superscreen on one of Boral’s new tipper trucks.

Top and Right: A new Boral tipper on site at a large construction at Eastern Creek in western Sydney.
CLEAN, LEAN AND GREEN AT THE MARULAN LIME PLANT

Boral Cement’s Marulan Lime plant has implemented an environmentally-friendly solution that eliminates waste and saves an estimated $250,000 annually in costs using LEAN principles.

By Martin Guenzl, Business Development & Improvement Manager, Boral Cement.

One of the products manufactured by the plant is hydrated lime. As part of making hydrated lime, dust is produced which needs to be contained and removed in a process known as “scrubbing”. For many years, the plant has used a “wet scrubber” requiring thousands of litres of water each day to wash away the dust.

The “wet scrubbing” process was fraught with problems. The equipment would regularly clog up and frequently break down. When it was working, it required a lot of labour-intensive cleaning and large amounts of sludge would be deposited in a storage pond – affectionately known at the plant as “Blue Lagoon”.

We concluded this was not a particularly environmentally-friendly practice and periodic extraction, transport and disposal of the sludge was required. This was energy intensive using a large amount of electricity to operate the dust extraction fan and water pumps. Even then, the dust emission from exhaust was difficult to control and a large amount of water was emitted into the atmosphere as water vapour during the hydration and scrubbing process.

The lime plant operations team were determined to address the problem at its source and eliminate the seven LEAN wastes in the process:

- Transport – of sludge for disposal
- Inventory – hydrated lime contained in the sludge is lost
- Motion – cleaning and repairs
- Waiting – stopping production while repairs and cleaning was carried out
- Overproduction – additional stock held in case the “wet scrubber” broke down
- Overprocessing – the additional unnecessary cost and effort to treat the dust
- Defect – dust lost in the sludge represented product that could have been sold.

The team proposed the replacement of the “wet scrubber” with a “dry scrubber”. This operates in a similar way to a normal household vacuum cleaner collecting dust in bags.

The result was an immediate success with annual savings valued at $250,000. The marked reduction in cleaning, repairs and maintenance has not only saved time and effort, but leaves the plant a better place from an OH&S perspective. The site now recovers more saleable product from the new scrubbing process and is more energy-efficient. Water usage has dropped by a staggering 13 million litres a year.

As for “Blue Lagoon”, not only is it now clear of any new waste, but the legacy sludge is being recovered. The site has installed equipment to extract product it can sell to the market.

James Collings, Lime Operations Manager for Boral Cement, is very pleased with the outcome and the efforts of the team:

“The project has been a great success. We have touched on all of the seven forms of waste, improved the environmental footprint of the ‘hydrated lime’ manufacturing process (cutting water usage by some 13 megalitres and CO₂ equivalent output by some 1,100 tonnes per annum), reduced operating costs, eliminated a significant manual handling risk and increased the production capacity of saleable product with a potential revenue benefit to Boral of around $1.2 million annually.”

“One of the most pleasing aspects of the project has been the team’s ability to challenge what was considered normal practice and back themselves to deliver on a technically risky and challenging project,” James said.
Currently the energy generated by the Biogas to Energy facility is exported into the state’s electricity grid for public consumption. The biogas plant produces enough energy annually to power around 3,500 homes.

Also located on the Deer Park site are five individual Boral operations: Asphalt, Quarries, Concrete, Masonry and Landfill. All are separately connected to the grid which is supplying energy for their respective production facilities. We estimate that by July 2012 these production facilities will consume approximately half the total generation capacity of the biogas plant.

The Group is now investing in an expansion project to supply renewable energy from the biogas plant to its own production facilities located at the site. The project is currently in the development phase and will include an underground high voltage connection from the biogas plant to the quarry crushing equipment, concrete batching plant, landfill weighbridge office, asphalt and masonry production facilities.

The capture and combustion of methane via our Biogas plant has a major and favourable impact on the Group’s emissions and in 2010 helped reduce Boral’s carbon equivalent emissions by 97,000 tonnes.

This project will help the Group to further reduce its carbon footprint and provide a sustainable competitive advantage going forward.

With the introduction of a carbon tax and increased pressure to supply green products, the importance of the Biogas to Energy facility will continue to grow. This plant will play a major role in reducing Boral’s carbon footprint and liability whilst improving environmental outcomes at the Deer Park site and the broader Boral business.
INNOVATIVE 9-STAR RATED HOME WITH AN AFFORDABLE PRICE TAG

A 9-star energy rated home is often a style of house only seen at the premium end of the market. However the Newport 160 resulting from collaboration between Cosmopolitan Living and Boral Clay & Concrete Products provides a new benchmark in home design. The Newport 160 is a sustainable and affordable dwelling for a broad home-owner market. Created by residential building company Cosmopolitan Living, it is a new 9-star energy rated house on a project home budget.

The new three-bedroom Newport 160 display home is located at the Woodlands Estate, Waterford, in south-east Queensland. Its 9-star energy rating was provided by the Association of Building Sustainability Assessors.

“The continuing growth in Australia’s ageing demographic, as well as the decreasing affordability for first-home buyers, convinced us there was a gap in the market,” said Chris Condoleon, Operations Manager Queensland and Director Cosmopolitan Group.

According to Chris, the Newport house appeals to both ends of the market. “It’s suited to empty nesters, who require a low maintenance home that can be cheaply adapted as their needs change and it’s also an attractive entry level home for first-home buyers.

“From the perspective of the design concept, energy efficiency and affordability, we believe it’s the most innovative in the marketplace. The private residential market has been calling for this type of home for some time now,” Chris said.

Boral Clay & Concrete Products Regional General Manager, Ben Sawley, said: “Working with Cosmopolitan Living has meant Boral had input into selecting the right products to meet energy and cost objectives and provided the design for the paving and retaining wall components of the house.”

The materials selection involved the minimal use of lightweight materials with building density and thermal mass provided by Boral clay bricks, concrete roof tiles and concrete blocks.

According to the builders, a key consideration in energy efficient material selection was whether it fitted in to the normal building process without increasing the cost of construction.

“A good example is the inclusion of glazed Low E Dowell Windows to reduce heat absorption. The installation process is the same but the glass is better quality,” according to Chris Drakos, Cosmopolitan Living Business Development Manager.

A switch from standard brick veneer walls to high-density, double-brick cavity walls for west-facing dining and living room areas, delay heat transfer into the house and reduce the need for artificial cooling.

In the hallway, Boral was also able to accommodate a 70mm thick brick wall within the original timber frame work design. This insulated wall helps reduce heat transfer from the sun during the day.

The main ingredient in creating an energy efficient roof and ceiling system was careful selection of the roof tiles. For this, a light coloured concrete roof tile in the Boral Windsor Range was used.

According to Drakos, concrete roof tiles offer not only thermal benefits, but are also an affordable option with the added advantages of offering acoustic insulation and are low maintenance.

Cosmopolitan Living’s favourite Boral find was the Designer Block™ which replaces the original render design on the façade, providing more interesting texture and colour elements for the entrance area. “This was a very good and unique find for this project and we believe it’s something that’s quite new to the domestic construction market,” Drakos said.

The 9-star rating reflects only the house structure and does not take in to account energy savings and sustainable techniques in external areas, such as the permeable paving, retaining walls and low maintenance and low water garden. Not many display home designs take these initiatives beyond the walls of the home to make it a truly energy saving design.

“Cosmopolitan included Boral’s permeable paving which allows water to penetrate below the paver for collection, then it is used to water the garden beds and surrounds. The low maintenance gardens, including retaining walls, have been planted with edible plants,” Condoleon said.

Cosmopolitan Living recently won HIA’s GreenSmart Project Home for the Newport 160. (Full story on HIA-Boral GreenSmart Awards on Page 9).

BORAL PRODUCTS USED IN THE NEWPORT 160

- Retaining Wall to Front – Boral Garden Wall in ‘Charcoal’
- Retaining Wall at rear and side – Boral Heathstone Grande in ‘Portstone’
- Pavers used as steppers to the side way – Boral Aspenstone pavers in ‘Vanilla’
- Pavers to the rear yard – Boral Hydragrave Permeable Paving in ‘Natural’
- Face Brick – Boral Nuvo Aspire Eucalypt
- Front Façade feature – Boral Designer Block Split Face Alabaster
- Roof Tiles – Boral Windsor Driftwood
- Windows – glazed Low E Dowell Windows
- Plasterboard – Standard Cornice – 90mm Cove Cornice
BORAL SECURES FURTHER TWO LNG PROJECTS ON CURTIS ISLAND

Since the last issue of BITN, the Construction Materials team in Queensland has secured contracts with Bechtel Oil Gas and Chemicals for the Gladstone LNG (GLNG) and Australian Pacific LNG (APLNG) projects. The total concrete volumes for our LNG projects are expected to exceed 500,000 cubic metres.

By Anne Woolley, Sales Manager Country QLD/NT, Boral Construction Materials.

The Queensland Curtis LNG project, construction has now been completed on both 120 cubic metres/hour Coneco plants and 3,000 cubic metres have been supplied. Volumes are expected to ramp up quickly with 8,000 cubic metres forecast for November 2011.

The GLNG project has mobilised a 50 cubic metres/hour mobile concrete batching plant and we will soon commence construction of the two Coneco plants, again rated at 120 cubic metres/hour.

APLNG is scheduled to commence mobilisation in November 2011 with a 50 cubic metre/hour mobile concrete batching plant, followed by construction of Coneco plants.

Mark Selway, Boral’s Chief Executive said: “This is a significant achievement for Boral’s Queensland team and provides a solid foundation for future project work in the oil and gas sector.”

Below: Construction of the two Coneco Plants at QCLNG Project.

WAURN PONDS CEMENT SCOOPS THE POOL IN INDUSTRY INNOVATION AWARDS

Boral Cement Waurn Ponds has won both categories of the inaugural Cement Concrete and Aggregates Association (CCAA) Environment, Health and Safety Awards in Victoria. The awards were presented by the Hon Michael O’Brien, Minister for Energy and Resources, at the 34th Extractive Industries Annual Dinner held in Melbourne in August.

By Jim Young, National Sales Manager, Boral Cement.

The Environmental Innovation Award was presented to Brian McGrath, Technical Manager, for a project: demonstrating successful partnering between Shell, Mobil and Boral Cement Waurn Ponds for the reuse of oil industry spent catalyst in the manufacture of cement. The project diverts waste clay and sand from the oil industry from going to landfill and reduces the use of virgin sand in the cement clinker manufacturing process.

The judging panel thought this was “a great example of working beyond compliance to provide social, environmental and economic benefits to the wider community”.

The Health and Safety Innovation Award was presented to Rodney Ianna, OHS Manager, and Mark Mueller, Production Services Coordinator for the Hydraulic Hopper Slide Gate system.

This is an innovative engineering solution that replaces high risk manual handling activity with hydraulically operated slide gates on a gypsum hopper at Waurn Ponds cement works. The judges were “impressed by how the solution significantly reduced risk in the work place and its transferability across industries”.

Congratulations to the Boral Cement Waurn Ponds team for demonstrating that Boral has a leading innovation capability in the construction materials industry and developing these innovative solutions with important environmental, safety and economic benefits.

Left: Boral Cement’s Rodney Ianna and Mark Mueller accepting the Health and Safety Innovation Award from the Hon Michael O’Brien.

Right: Brian McGrath, Technical Manager Waurn Ponds, accepting the Environmental Innovation Award from the Hon Michael O’Brien.

Below: Construction of the two Coneco Plants at QCLNG Project.
LANDSCAPE DESIGN FORUM PREDICTS THE FUTURE

According to a group of Australian landscape architects, the house and garden of tomorrow will be multi-generational and will be built using a “cradle to grave” approach to materials.

By David Francis, National Marketing Manager, Boral Clay & Concrete Products.

The ideas were aired by 14 leading landscape architects from around Australia, who recently gathered for a creative workshop organised by Boral Clay & Concrete Products in Sydney.

David Francis, National Marketing Manager, Boral Clay & Concrete Products, said the experts also predicted tomorrow’s interiors would be influenced by landscaping trends, effectively blurring the line between indoor and outdoor spaces – a trend already well on its way in contemporary Australian house designs.

“As a leading manufacturer of construction materials it was important for Boral to stay on top of future trends. The Landscape Design Forum challenged a group of leading landscape architects to cast their expert eye into the future and forecast trends in house and garden design in 20 years time,” David added.

The group of professionals highlighted major socio-economic changes to households that would shape the future of residential design. These included increased life expectancy, leading to more home-based aged care, population growth, housing shortages and lower affordability levels, resulting in up to three generations living under the one roof.

Architectural designs for both indoor and outdoor areas would have to be sympathetic to everyone’s needs, with features such as wheelchair access becoming a more standard inclusion.

David explained that the experts believed that innovation in the garden was central to designing outdoor environments suitable for young and old, as well as providing solutions for smaller sized gardens.

The group noted that a growing trend among new home builders to consult landscape architects about the exterior design of the home prior to deciding on interiors would grow as the outdoors increasingly came inside. The landscape architects added that the current popularity of having indoor and outdoor kitchens would be simplified into just one cooking area catering for both.

The group also predicted there would be a continuing desire to create warm and comfortable homes for our multi-generational families, featuring vegetable gardens, one-off designs to emphasise individuality and greater use of vertical gardens to utilise all spaces.

The environment was seen as another major influence on home design in the future, with the group of architects predicting that the demand for sustainable and recycled building materials in house construction would necessitate a closed loop approach by material suppliers, such as Boral.

Due to the success of the forum, Boral plans to stage more workshops focusing on new product development within different industry categories.
COMMUNITY ENGAGEMENT FOR PEPPERTREE QUARRY

In recognising the importance of all stakeholder interest associated with Peppertree Quarry, a Stakeholder Engagement Plan (SEP) was developed and implementation is now well underway.

*By Paul Jackson, Stakeholder Relations Manager NSW/VIC, Boral Construction Materials.*

Positioned between Marulan and Tallong in NSW, the Peppertree Quarry is Boral’s most significant hard rock investment for many years. When complete the quarry will produce up to 3.5 million tonnes of product per year for the Sydney and NSW market.

The size and scale of the quarry, and its proximity to the Bungonia State Conservation Area, creates a wide footprint of stakeholders. These include fenceline neighbours and the two communities, through to the local Council and government agencies.

Development of the Stakeholder Engagement Plan began with an internal workshop from which several engagement themes emerged. These were used to guide a series of one-on-one interviews involving neighbours, key local community groups and regulators.

The interviews provided a core set of community values which are now being used to frame long-term goals for the Stakeholder Engagement Plan. These goals cover compliance with conditions of consent, effective communication and consultation, as well as future potential contribution to the local community of Marulan and Tallong.

In addition to the development of the Stakeholder Engagement Plan, the Boral Property Group has participated in some ‘grassroots’ engagement activities such as the 2011 Apple Day Festival held in May.

The Apple Day Festival is Tallong’s largest annual event, attracting locals and visitors and was therefore a great opportunity for Boral Property Group staff to set up an information stall about the Peppertree project.

It provided an opportunity to raise Boral’s local profile with the team kept on their feet all day with a constant stream of enquiries and feedback.

Paul Jackson, Boral’s Stakeholder Relations Manager NSW/VIC, said the positive reaction of both locals and visitors reaffirmed the importance of planning and delivering engagement in ways which were accessible to stakeholders.

“As our ‘technological age’ offers people more information than ever before, the associated change in social and regulatory conditions demands ongoing communication and involvement,” Paul said.

“This is particularly true in regional areas, where companies like Boral are increasingly no longer viewed simply as business operators, but rather as potential contributors. Stakeholder engagement planning provides a way to help enhance our ‘social licence to operate’ in this context,” added Paul.

Above: Boral Property Group’s, Rebecca Bestic, shares information about the Peppertree Quarry project at the Tallong Apple Day Festival.
DUNMORE GOES BATTY

The team at Boral’s Dunmore Quarry on the NSW south coast is working with the NSW Office of Environment and Heritage (OEH) to help protect and conserve the valuable flora and fauna of the local area.

By Kevin Larcombe, Regional Manager Quarries NSW/ACT, Boral Construction Materials.

The need to balance local biodiversity, significant mineral resources and agricultural use in the Dunmore-Shellharbour Hills area in recent years, has seen the OEH move to develop a conservation strategy for the remnant vegetation patches throughout the precinct.

Some of these patches are found on Boral-owned land, with the Dunmore Quarry and two other hard rock quarries falling in the strategy area. Accordingly, OEH and Boral have cooperated by implementing actions to help manage the conservation values of the sites.

As part of this, Dunmore and OEH staff recently worked to install a series of 18 bat boxes around the quarry precinct. The boxes are designed to create habitat for the local micro-bats that typically roost in tree-hollows.

A variety of locations were chosen, including land forming part of the Illawarra Lowlands Grassland Woodland, one of the Endangered Ecological Communities on Boral’s land. Monitoring will take place periodically to determine how successful the boxes are in housing the threatened bat species.

The objectives of this promotional initiative are to:

1. Increase product awareness among the architects and designers community
2. Improve the image of the brand and products
3. Increase product leads and marketing effectiveness
4. Position Boral as an environmentally responsible supplier of building construction materials
5. Create a link to the Australian Institute of Architects.

To find out more about Sandcastles go to www.boral.com.au/sandcastles

SANDCASTLES TV PROMOTION

One of the key challenges facing Boral is that while the brand is exceptionally strong with the design community, the product portfolio is poorly understood by many architects, especially the younger ones.

By Glenn Simpkin, Group Brand and Marketing Manager

In order to address this challenge Boral is partnering a new television program in Australia called Sandcastles. The program will air for 11 weeks on Channel 7two at 7.30pm on Sunday evenings commencing in September 2011.

Architect and long time television personality, Peter Colquhoun will host the show, and several Boral experts will be interviewed about their products.

“Sandcastles is a huge opportunity for Boral, it will play a major role with our repositioning strategy,” said Glenn Simpkin, Group Brand and Marketing Manager for Boral Building Products.
The Archibald Prize is regarded as the most important portrait prize in Australia and is awarded to “the best portrait, preferably a man or woman distinguished in Art, Letters, Science or Politics”.

By Tom Macbeth, Acting Regional Manager Quaries QLD/NT, Boral Construction Materials.

This year there were 798 entries of which 41 were chosen as Archibald Finalists; many of whom had been finalists previously. To be hung as an Archibald Finalist is a distinguished accomplishment in its own right with many artists attempting for a lifetime with no success. This year, on his third attempt, Boral employee, Tom Macbeth, Acting Regional Manager Quaries QLD/NT was selected as a finalist for his portrait of solo sailor and Young Australian of the Year, Jessica Watson.

“Like many thousands of Australians, I followed Jessica’s journey around the world quite closely and was swept up in the moment of her arrival and the patriotism it instilled in us. Such a wonderful achievement for one so young,” said Tom.

At first Jessica had rejected the sitting stating that she had been approached by many other artists and that it was not something she was comfortable doing. An agreement was clinched when Jessica’s manager asked Tom what he would do with the prize money if he won. “That was easy. My wife passed away from cancer seven years ago so all the prize money would go to the Cancer Foundation,” said Tom. The reply email from Jessica’s manager simply stated ‘I think we have a deal’.

It was then arranged for the live portrait sitting, which is a requirement of the Archibald, to take place on board her project manager’s yacht at Mooloolah. Tom is a self-taught artist who after 10 years painting in the pastel medium moved to the oil medium only three years ago with his first Archibald entry.

“The oil painting took two months to complete, a few squares centimetres at a time. I paint in very thin layers of oil, finishing small sections of the painting at a time before moving on to the next, but always starting with the eyes. I did question whether to include her teeth in the portrait; not something artists would normally do, but I thought that her smile is what many people associate with Jessica and so, to capture her completely, they had to go in,” said Tom.

The Archibald finalists are now on tour throughout regional NSW until April 2012 after which Tom is not sure what he will do with the painting.

Left: Tom Macbeth of Boral Construction Materials with Jessica Watson and his Archibald Finalist portrait.

Through leadership, discipline and the introduction of efficient and consistent systems, Brian’s goal is to ensure Boral’s corporate real estate continues to positively contribute to the bottom line and the new and larger team increases its value across all Boral businesses.

Brian holds a Bachelor of Applied Science and a Graduate Diploma, Urban Estate Management.
BORAL TRAINEE SCHEME PRODUCES MULTIPLE AWARD WINNER

A decision two years ago by Boral Timber’s South Coast Hardwoods division to start its own employee training program, has led to its first recruit scooping the pool at the Australian Apprentice and Trainee of the Year Awards.

By David Bird, General Manager South Coast Hardwoods, Boral Timber.

James Mondinos, a Boral apprentice from Berrara on the NSW south coast, was named National Apprentice of the Year as well as winning the National Encouragement Award at an awards presentation night in Melbourne recently. James was earlier named NSW Apprentice of the Year by award organisers Skilled Group.

For James, the multiple awards came just 18 months into a two-year traineeship, part of a program established by Boral Timber as a three-way partnership involving recruitment company Skilled Group and Creswick Training College in Victoria.

According to David Bird, General Manager of Boral Timber’s South Coast Hardwoods, the program has proven a success in more ways than one. “The program is providing a future for our business and at the same time we’re happy to be giving young guys a chance to build a career.”

Several years ago, realising Boral Timber had a major skills shortage at its three south coast mills; Nowra, Bateman’s Bay and Narooma, David Bird and South Coast Manufacturing Manager, Graham Wood, set about hiring new staff. “Those that applied lacked the skills and many of our skilled employees were close to retirement age. In order to ensure we had skilled staff in to the future, we decided to set up our own traineeship program,” said David.

The course involves a mix of on-the-job training, twice a year residency at Creswick College and on-site assessment by a college tutor.

“The program has given us fresh blood through ten new trainees. And we’re now recruiting for the next stage of the program,” Graham added.

James, the first trainee to sign up to the sawyer traineeship program at Nowra Mill, has almost completed a Certificate III in Saw Milling and Processing. The father of two was initially diffident about taking on a traineeship in his late 20s but said he rapidly gained confidence as he acquired new skills.

“The way the course is taught is very professional; I’ve learned teamwork skills to achieve a common goal of getting customer orders completed; how to use different saws and controls, as well as computerised machinery,” he said.

“I’ve realised no matter how young or old you are, a traineeship is a great way to learn a new job through on the job training,” James added.

Skilled Group chief executive, Mick McMahon, said that James demonstrated the highest standards of work and commitment.

FLYING FUNDRAISER FOR CYSTIC FIBROSIS

Boral’s Chief Procurement & Risk Officer, Matthias Fuchs has set himself an unusual challenge to support a very worthy cause. Matthias will fly or transit continuously for nine days and nights in November without leaving airport terminals to raise much needed funds for the Cystic Fibrosis Clinic at the Children’s Hospital at Westmead in Sydney.

The challenge will involve flying for 150 hours (in economy) over more than 120,000 kilometres with every type of Qantas aircraft to every continent (excluding Antarctica). All flights and taxes have been kindly donated by Qantas.

Cystic Fibrosis is the most common life threatening genetic disease in the world. It affects the lungs and digestive system with repeated infections leading to lung damage and eventually respiratory failure or other complications, leading to death.

Advancements in Cystic Fibrosis developments have increased the average life span from 10 years to early 30’s now.

“The Cystic Fibrosis Clinic has a vital role in improving quality of life and increasing life expectancy. It is one of the largest Cystic Fibrosis clinics in the world and provides a vital lifeline for children with this condition.

Matthias’ daughter Kristen has Cystic Fibrosis and if he reaches his fundraising goal of $100,000 he hopes the Clinic can buy a lung function analyser called a Mass Spectrometer. This will enable doctors to assess children’s lung function in a non invasive way.

Anyone wishing to donate to the cause should go to Matthias’ webpage: