Boral delivers marathon concrete pour at Port Botany

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Boral Design Awards
Showcasing architectural talent and innovative use of materials.

P20

New Ipswich Plant
Boral’s new Redbank Plains asphalt plant will leverage our integrated network.

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In June I travelled with the Board to our US operations in California, Alabama and North and South Carolina. We visited five plants and met with management and key customers. We also heard directly from dozens of plant operators about the developments in LEAN and Safety Management in their businesses.

The Board was very pleased with the progress since their last visit to the US two years ago and complimented the teams on their efforts.

On the way back from the US, I visited the BGA head office team in Kuala Lumpur and subsequently I have completed a series of presentations to employees around Australia.

It has been heartening to see the enthusiasm and dedication of our people. I particularly enjoyed meeting many Boral colleagues for the first time and having an opportunity to listen to their comments and suggestions.

**Boral is a great company**

Boral is a great company. I have seen it go through some tough periods over the past 20 years only to emerge a stronger and better organisation. This persistence certainly reflects the dedication and skills of our people.

We will all need to play our part in dealing with the real challenges we now face. We are experiencing a severe slowdown in new dwellings construction in Australia at a time when housing in the US persists at a post “great depression” low.

The building markets uncertainty we currently face, in an environment of the strong Australian dollar and escalating costs, is amongst the most challenging I’ve seen in my 21 years at Boral.

Our collective focus in FY13 must be to significantly lift the company’s financial returns, with strong cash flow retention.

**Building the Boral business**

This means we all need to effectively use the key areas of The Boral Way - The Boral Production System, Leading Safety, Sales and Marketing Excellence and Innovation in our workplace - I now believe we have the right mechanisms to allow our operations to enable these in our workplace to lift the performance of Boral.

As I have communicated in my recent presentations, I am allowing you to take accountability within your business to strive to support and enable our people so they can achieve these Boral Way priorities. I see these processes becoming “the way we work around here” and I am relying on you to inspire ambition and create the vision for your teams.

As we move forward, I will be working closely with your management team to ensure we collectively focus on safely meeting our objectives with our people in this opportunistic market environment.

Thank you again for all your efforts and the support you have show to me since taking on this role. I am very proud of the commitment people are showing and I look forward to working with you to ‘build something great’.

---

Ross Batstone  
Chief Executive Officer  
Boral Limited
PRAISE FOR INTEGRATION OF NEW QUEENSLAND BUSINESSES

The acquisition of three significant businesses in Queensland late last year has been a huge logistics and branding exercise.

By John Prior, Regional Sales Manager, Boral Construction Materials QLD/NT.

Boral’s acquisition late last year of Mt Isa Quarry, Sunshine Coast Quarries and Wagners Construction Materials saw the Construction Materials business increase by 27 sites; 300 employees; 1500 customers; 140 trucks and trailers and 95 concrete agitators and this happened in the space of seven weeks.

Working to tight timeframes with almost 1,500 deliverables in the project plan, the integration team and support functions did a magnificent job. Some of the highlights included:

• Staff were inducted in Week One.
• Operational employees were provided a Boral uniform on Day One.
• Sites were ticketed using Boral dockets on Day One.
• Customers received a welcome letter before or within one week of integration.
• Customers were provided credit facilities on Day One.
• Site safety audits were conducted for the entire portfolio.
• 90% of employees were transitioned to Boral Enterprise Agreement terms and conditions.
• Kronos was introduced, where applicable, and the Boral Production System rollout commenced.

Many favourable comments have been received from the new employees.

“Feedback has been extremely positive about the transition and Boral. Like me, employees feel Boral is a great place to work”

Joe Sultana, Logistics Operations Manager, Cement.

“Having the support of the logistics staff at Wacol has made the transition seamless… always a friendly voice on the other end of the phone willing to help,” Wade Clark, Toowoomba Logistics.

“The transition has been well coordinated, well controlled and well received by our new employees. By combining plants from two local independents, Q-Crete is now a successful nine plant operation focused on leading the small cap market.”

Max Arthur, General Manager Q-Crete.

With the Boral Production System rollout underway, employees are excited to design and deliver innovative solutions to improve their businesses and are already achieving real results.

Conditions have been challenging for the team during the wet season. However, with some fine weather and good sales volumes flowing through in the regions we are well on our way to building something really great.
BORAL DELIVERS MARATHON CONCRETE POUR AT PORT BOTANY

It took great planning and an incredible feat of engineering for Boral to deliver 2,500m$^3$ of concrete in one of the biggest elevated continuous pours in NSW history.

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

Boral customer, Baulderstone is the Managing Contractor on Port Botany’s Grade Separation works.

The project involves a large elevated bridge/roundabout that will streamline traffic access to Port Botany’s T3 and Brotherson Docks. Spanning more than 75 metres the new roundabout required a continuous pour of concrete to ensure the optimal post-tensioning sequence of the support girders. This would also minimise the number of construction joints for high durability.

Geoff McDonnell, the Sydney Metro Concrete Operations Manager, carefully planned delivery of the pour for several weeks. When it took place on a weekend in March this year it involved more than 60 concrete trucks and 18 testers working over two shifts to successfully deliver the concrete via five boom pumps over an 18 hour period.

Delivery was planned from both the Boral Botany and St Peter’s plants, with backup from Artarmon.

Previously Baulderstone and Boral had successfully delivered 95000m$^3$ to the adjacent new Hutchison Ports Terminal/Sea Wall.

As the post tensioned bridge comprised a 400mm deck and 2,200mm deep girder, Boral utilised its technical knowledge to design a low heat, high durability, high workability (160mm slump, small aggregate) mix to achieve Sydney Ports Corporation’s wet and hardened concrete requirements.

The project required significant logistics to ensure around 400 loads of concrete performed satisfactorily, requiring individual slump tests and approximately 400 test cylinders.

Boral Concrete collaborated with Boral Quarries, Cement and Logistics to ensure the success of the project with supply of:

- 4000 tonnes coarse/fine aggregates,
- 1200 tonnes cement

Baulderstone was extremely pleased with Boral’s service, with the Site Supervisor remarking that there was not one concrete placer complaint received for concrete workability on the day or night.

When the project is finished later this year, there will be three access ramps and four bridge spans linked to the roundabout providing access to tenants north of Port Botany.

Above: Boral Agitators ready to deliver their loads.
Main Pic: Boral agitators delivering concrete during the night shift.
Five boom pumps were required to successfully deliver 2,500m$^3$ over the 18 hour continuous pour.
Boral sees Ipswich as a key future growth area in Queensland, such that it has had the confidence to invest considerably in the area to grow its asphalt supply network.

The plant will produce asphalt road surfacing for applications including major highway improvements, subdivisions and car parks. It is capable of producing 270 tonnes of asphalt per hour, is approved for both day and night operation, is highly fuel-efficient and has the latest environmental and safety controls in place.

Although the plant can be operated by a relatively small team of five people, it supports asphalt construction crews and delivery trucks operating at construction sites in the region, providing additional jobs downstream.

Leveraging Boral’s integrated network, aggregates used in the asphalt production process will be sourced from Boral’s Purga Quarry, which is also located in the Ipswich region.

The land was severed from a larger land-holding by a major upgrade to Redbank Plains Road. The land would have been left isolated and unusable by the re-alignment but an opportunity to better utilise the land was identified by Boral Property Group and Boral Asphalt.

Asphalt had been looking to grow in the Ipswich area for some time - investigating a number of alternative sites. The Redbank site presented as a viable alternative and, being located at the doorstep of the Swanbank New Chum Enterprise Park (regionally significant business enterprise and industry area), was perfectly located to take advantage of appropriate land zoning and market opportunities.

Through negotiations with Ipswich City Council the team was able to influence the road re-alignment to ensure the site was unaffected and to ensure that long-term access was provided.

The process of securing the site and access began in 2004. Over the past eight years, the team has worked through the design, development approval and development phases of the project. The plant was commissioned in June 2012.
Abigroup has selected Boral Cement to supply cement and fly ash to the Hunter Expressway Project over the next two years.

By Matt Sinclair, Sales Manager Major Projects, Boral Cement.

The strong working relationship that has been forged between the two companies gave Abigroup peace of mind when selecting Boral Cement as the supplier of Shrinkage Limited Cement and Fine Grade Fly Ash on the Hunter Expressway project.

Speaking about Boral Cement’s commitment to a project, Jamie Egan, Pavements Manager, Engineering Services at Abigroup Contractors said, “Boral Cement’s Sales, Distribution and Technical support to the recent Hume Alliances was first-rate which gave us the assurance that the quality and delivery of their products would not be compromised.”

The companies have worked together on a number of high profile projects including the Coolac Bypass, Southern Hume Alliance and Hume Highway Woomargama Alliance in NSW. This latest project further demonstrates Boral Cement’s capability and experience in supplying major infrastructure projects. The company’s knowledge, fleet capacity, site storage, extensive depot network and position as one of the foremost building materials group in Australia ensures that supply to projects such as the Hunter Expressway are completed safely and client expectations are met and often exceeded.

Cement has assembled a project team to manage supply with a manager and skilled sales, distribution and logistics staff. In addition to planning, fortnightly meetings are held to monitor progress against business KPI’s. Monthly operational reviews are held on site with the client to ensure tasks are completed to everyone’s expectations.

Boral Cement has access to a number of distribution hubs and for this project in particular, the Kooralang facility near Newcastle provided the high level of support and service necessary. Co-ordinated road and rail transport is used daily to manage supply and meet project demands. Integral to the supply plan is the input from Boral Logistics on capacity planning and monitoring delivery performance. Having worked together closely on many previous projects, Boral Cement and Boral Logistics are accustomed to partnering to achieve the best outcome for Boral.

As part of the supply planning process, additional site storage will be necessary to ensure nothing affects supply continuity. In addition, Boral Cement is providing three super tankers varying from 120 tonnes to 220 tonnes capacity to the site to ensure adequate stocks are always on hand for production. Night shift deliveries are also integral to the supply plan. These allow product to be delivered while the site is closed, reducing congestion and truck movements through the plant during busy production periods.

BORAL SUPPLIES TO HUNTER EXPRESSWAY PROJECT

Boral Cement has a large fleet of tankers in NSW, made up of around 180 trucks including 12 B-doubles.
TIMBER REFLECTS HEALING AND RENEWAL AT FLINDERS CANCER CENTRE

Boral Timber hardwood products have been used extensively in the development and design of the new Flinders Centre for Innovation in Cancer located in Adelaide, South Australia.

By Robyn Barnes, Marketing Manager, Boral Timber.

The Flinders Centre for Innovation in Cancer (FCIC) occupies a state-of-the-art building designed by Woodhead Architects on the Flinders Medical Centre (FMC) campus and represents a joint venture between Flinders University, FMC and the FMC Foundation. The integrated cancer centre focuses on innovative prevention strategies, clinical, biomedical and translational research and holistic patient care.

Boral Silkwood engineered hardwood flooring, Boral hardwood cladding and Boral 19mm solid strip timber in Blackbutt species were specified for several spaces within the centre including the flooring, stair cladding, balustrades and ceiling. The pre-finished Boral Silkwood boards were selected for the wall panelling and some of the ceiling linings around the building’s staircases.

The central atrium staircase is lined with Boral Timber’s Blackbutt solid strip flooring, which creates a ribbon-like feature that wraps throughout the open atrium. It branches out and merges into floors, balustrades and ceilings extending into research and care areas to embrace all participants of the building, which was a main goal of the atrium space.

One of the unique elements of the facility structure is the two internal/external stairwells. The top section of the stairwells, which are within the building, are clad with Boral Silkwood engineered hardwood flooring while the undersides are covered in Boral’s shiplap cladding to protect against the elements.

The philosophy of integration, care and innovation is embedded in the design of the Centre, a theme which, according to Woodhead Architects, is carried throughout every element of the facility. “The initial brief for this project was to develop a facility which would combine the disciplines of research, patient care, treatment and public access areas,” said Hayley Brooks, Interior Designer with Woodhead Architects. “The design intent is to encourage collaboration and provide a sense of hope and positivity.

We used the central atrium staircase to act as both the physical and metaphorical spine of sharing and collaboration.

“Timber was the practical choice for its sustainable qualities and durability but it also reflects a theme of growth, healing and renewal. It provides the warmth that the centre needs to make patients and visitors feel welcome and comfortable, rather than a typical hospital feeling. The natural tones of the Blackbutt timber also provide a striking effect for the central atrium staircase.”

Commenting on the flooring installation Paul Ceplitis, Director of Riga Flooring, John Reuter Cabinet Makers and Interior Projects.

Construction of the centre began in late 2010 and it was commissioned in April 2012. The timber elements were installed by Riga Flooring, John Reuter Cabinet Makers and Interior Projects.

Boral Timber has achieved Australian Forestry Standard (AFS) Chain of Custody Certification (AS 4707-2006) for its timber products. This means that timber used to produce Boral Timber’s hardwood flooring, decking and structural timber has been sourced from certified, legal and sustainably managed resources.

The Australian Forestry Standard Scheme also has mutual recognition by the Programme for the Endorsement of Forest Certification Scheme (PEFC) - the world’s largest forest management certifier.
MEMBERS MULL OVER MARULAN OPERATIONS

By David Bolton, Manager, Sydney Aggregates Project, Boral Quarries.

Two members of the NSW Government were recently given an opportunity to inspect construction at Boral’s Peppertree Quarry, and also view the neighbouring Boral Cement limestone operations at Marulan South.

NSW Minister for Family, Community Services and Women, Pru Goward MP, was joined by fellow representative, Andrew Rohan MP, for a briefing on the importance of both facilities to the Sydney and state building and construction markets. Ms Goward’s Goulburn electorate includes both sites, while Mr Rohan is the Member for Smithfield, an area which includes Greystanes House, the Southern Employment Lands, and Widemere Recycling.

Organised as part of the NSW Government Relations Program, the visit allowed Boral to show off two of its key assets while encouraging conversation on a number of policy and other issues affecting the company’s NSW interests. Mr Rohan, a keen geologist, was left particularly impressed by the scale and output of the operations.

NSW Member for Smithfield, Andrew Rohan MP and Minister Pru Goward MP inspect one of the large ‘floaters’ at Peppertree Quarry with Phil Taylor of the Boral Property Group.
Boral Construction Materials NSW/ACT has been recognised by the Cement Concrete and Aggregates Australia and the Institute of Quarrying Australia (CCAA & IQA) at NSW Construction Materials Industry Dinner. Boral won two of the three Health & Safety awards and one of the three Environmental awards, along with a highly commended for Best Performance in Environment.

**OHS Innovation (Winner)**
Agitator Stability System (Concrete) - Boral and Mack trucks have worked together to develop and implement modifications to a standard Metroliner agitator to increase stability. The new vehicle assists drivers to restore stability if they make a judgement error through assessing steering direction and stability information.

Sensors on the vehicle detect a range of variables including roll, pitch, yaw, suspension pressure and brake application. The system will then react if it senses the risk of rollover by applying individual wheel brakes, or reducing engine torque to enhance vehicle stability all in fractions of a second.

**Extractive OHS Best Performance Award (Winner)**
Safety in Design: Creating a Safer Future (Quarries) - A structured Safety In Design (SID) process was developed to ensure a robust method for identifying, acting on and closing out of hazards within the design phase of Boral’s newest quarry, Peppertree. The SID process commenced with plant inspections of similar operating equipment, then followed with numerous dedicated safety workshops with our key design and construction contractors, at various stages of design development. The use of 3-D models to conduct a virtual “walk through” of the plant was of particular interest.

The inspections and workshops resulted in well documented action plans to ensure identified hazards are adequately addressed within the detailed designs. A formal sign off process was included as a part of the process, at detailed design stage prior to build, at Factory Acceptance Testing and a further close out process at the construction stage to ensure designs are reflected in the built product.

Congratulations to the Sydney Aggregates Project team for their time and commitment to this initiative. Peppertree will truly be Safer by Design.

**Concrete Environmental Best Performance (Winner)**
LEAN Manufacturing and the Environment – LEAN manufacturing was introduced to Boral’s Enfield Concrete Plant in 2010. It has had an overwhelmingly positive effect on the environment by creating a sustainable impact on the quality of Boral’s product, the standards of house keeping, reduction of waste and the culture of employees.

**Extractive Environmental Best Performance (Highly Commended)**
Site Rehabilitation - Extraction of stage one of Boral’s Dunmore Sand & Soils (DSS’s) sand mining operations was completed in March 2009. With the site undergoing progressive rehabilitation as areas of the quarry became available for rehabilitation, the need to rehabilitate the site to a high standard was recognised as an important issue.

After an environmental review of the site rehabilitation process it was found that effective rehabilitation aids in weed management, reduces instances of erosion, aids in water management post-operations and encourages plant and animal biodiversity. As well as creating a positive visual landscape, rehabilitation also promotes positive community relations.

Boral has benefited significantly through reduced maintenance costs upon site exit and the establishment of an ongoing positive relationship with the local community.
CELEBRATING TEN YEARS OF PARTNERSHIP WITH THE BANGARRA DANCE THEATRE

Boral and Bangarra are both iconic Australian brands and ten years on the partnership is going from strength to strength.

The Bangarra sponsorship is Boral’s key arts development initiative. It provides us with unique corporate hospitality opportunities through which we have been able to host customers and employees at Bangarra performances in capital cities and throughout regional Australia. Boral is also the Sydney season sponsor of Bangarra.

Boral’s long term commitment has helped Bangarra to create inspiring dance theatre productions and supported it to nurture the next generation of Indigenous storytellers and theatre practitioners. In 2009 we were named the Australian Business Arts Foundation “Partnership of the Year”.

Most recently, Boral has contributed to Bangarra’s Indigenous Traineeships as part of their Indigenous Employment Program. Last year this program enabled each of the trainees to move onto full-time professional employment within the performing arts after completing their training with Bangarra.

Now in its second year, the program continues to support trainees across the areas of production and performance.

In 2012 Boral is supporting trainee dancer Luke Currie-Richardson. During the recent Melbourne season of this year’s production “Terrain”, Luke and some of his fellow dancers took some time out to visit Boral’s Port Melbourne site. They had a chance to meet some Boral staff and even inspect some of our newly re-branded trucks.

A NEW SCHOOLS PROGRAM WITH BORAL’S OLDEST PARTNER

Boral has started a new three year partnership with Conservation Volunteers Australia focusing on school communities.

By Anna Farr, Corporate Affairs Manager, Boral Limited.

Boral has been a supporter of Conservation Volunteers Australia (CVA) for over 20 years. In this latest phase of the partnership Boral will assist CVA in its work with school communities to educate and inspire young Australians to take action for the future of their environment.

Our youth, through the schools’ program support, are able to provide positive examples to their families and their broader communities as they take practical action in their environment and raise awareness through these positive actions.

Projects may include creating a native bush foods garden; demonstrating to children how to monitor frog populations in the school yard; or cleaning up a creek line adjacent to the school.

“Developing school based Biodiversity Classrooms is a great way of supporting schools to create an ongoing asset which will help to educate and inspire young Australians”, said Colin Jackson, CEO Conservation Volunteers Australia.

In 2012 the schools receiving assistance through Boral support will be in Victoria, New South Wales and South East Queensland; with other states and territories being supported in 2013 and 2014.

“Boral is delighted to be able to contribute to Australian schools by sponsoring this very worthwhile initiative. CVA is Boral’s longest standing community partner and during our many years working together we have been able to make a sustainable and valued contribution to many of the communities in which the Company operates”, said Ross Batstone, Chief Executive Officer, Boral Limited.
A LEAN UPDATE

You can be safe without being LEAN, but you cannot have a LEAN workforce and not be safe. LEAN and Safety programs work together and should be inseparable at Boral.

By Andy Rylance, Group Lean Manager.

We continue to make tremendous progress in LEAN throughout Boral and the success of the program is a credit to all involved.

In this issue we have a further update on PULL and it’s no surprise to see that the three plants we reported on in our last BITN PULL story: Wacol, Pooraka and Pinkenba are vying for the top spot on our LEAN benchmarking site.

The Accounts Payable team at Greystanes in NSW has continued to make significant improvements since its first back office LEAN event. Daily throughput of invoices has increased from around 1,200 per day to over 2,000 a day and the team are addressing waste in their processes with problem-solving and error-proofing tools.

Success breeds success and we are now seeing LEAN green shoots elsewhere at Greystanes. The BCM NSW Procurement team are located just down the hallway from me and it has been satisfying to observe their progress with LEAN.

Showing real leadership

After attending one of the first LEAN events, Eleni Karagounis, Implementation Manager and Team Leader in the NSW Purchasing Hub, showed real leadership by applying the learnings to her own area.

“The team board and the visual management aspect provide a real focus for what we have to do each day. As soon as the new daily KPI report is out, the board is updated and everyone wants to know how we’re going.

“We’ve seen good progress against the key KPI’s.” Eleni said.

Some other highlights have been seen in Clay & Concrete Products where they are driving OEE productivity improvement. So far improvement is between 15-30%, and some individual sites have far exceeded that.

Zero tolerance for band-aid solutions

A real game changer has been a zero tolerance for band-aid solutions. The site teams have been approaching downtime issues with vigour and using the TPM tools and framework to lock in improvements.

A rapid OEE improvement program at the Bringelly brick plant has seen a 30% improvement in just over three months.

Plant Manager Grant Nicholls explained that keeping a close focus on the key OEE issues they needed to manage daily and ensuring they closed out their 24 hour critical issues were key factors in their improvement.

In Cement, the Maldon packaging team have seen a step change in performance on their bagged product lines.

A SWAT team of experts was formed from within the plant and was facilitated by Sunil Ram, Boral Cement’s Manufacturing Excellence Manager. In a short period the team improved the output of two of the three production lines by over 30%.

The teams used problem solving tools to eliminate their major downtime issues, but they needed some new technology to help them out. The major breakthrough came with the purchase of a high speed camera that took 300 shots per second. This allowed the team to slow down the process and help them analyse how the empty cement bag was presented to the filling spout.

Not attaching to the spout is a continual problem which leads to wasted raw material and activity, however, the speed of operation is too quick for the human eye to spot any defects. By using frame by frame analysis, the team could see that the bag wasn’t opening correctly and fix the problem. Solving this recurring problem not only improved the productivity of the multi-spout machine, but significantly improved working conditions for the operators who had to continually stop the machine to clean up dropped bags and deal with airborne cement dust.

Improving safety in our workplace

There are many examples throughout Boral where teams have used LEAN tools and concepts to improve safety in our plants. There are the very obvious visual examples where our sites look cleaner and more professional. The 5S and workplace organisation tools have had a very real positive impact in the elimination of slip, trip and fall hazards, our most common accident category and improved one of our high risk areas - traffic management through improved separation of vehicles and pedestrians.
More visible Standard Operating Procedures on the shopfloor help maintain safe work methods. LEAN tools are now being used more extensively to remove or reduce risk.

In the Windows division, the team applied continuous improvement thinking to develop a tilting table to remove some manual handling issues.

Please make sure we all work hard to achieve safe and LEAN outcomes in our workplace.
LEAN MAKES BIG IMPROVEMENTS IN THE WEST

The introduction of LEAN to Boral Bricks West has seen the company’s oldest clay kilns transformed.

By Daniel Smith, Operations Data Analyst, Boral Bricks West.

The oldest of Boral’s clay kilns in Western Australia, Plants 7 & 8, have been consistent workhorses for over 33 years. However the adoption of LEAN has seen them transformed to be as productive and effective as Boral’s more modern plants.

The improvement can be seen in the dramatic shift from an overall equipment effectiveness of 54% prior to the introduction of LEAN in March 2010, to 94% for March 2012 with an impressive 12 month average of 87%.

This success can be attributed to a strong management team with a clear focus on the basics and core principles of LEAN. The team set out to improve on key areas that could then be applied across the entire plant.

Through emphasising quality and performance, we have made major improvements in stock control and availability. Better planning of the kiln cars has resulted in higher output on the packing lines. Now that operators don’t need to manually correct and adjust product prior to unloading, we are achieving higher machine output. Most importantly, with less manual intervention there is a reduced likelihood of injuries.

In the Product Changeover process from manufacturing blocks to standard bricks, what previously took eight fitters and two operators eight hours to achieve has been more than halved. It now takes four fitters and one operator just two hours. New, improved guidelines are now applied to all changeovers with additional guidelines being developed for other areas of the plant where there is potential for improvement.

Machine performance and reliability at Plants 7 & 8 has improved significantly. Operators now work on autonomous maintenance tasks and together with the maintenance department they focus on preventative breakdown procedures. Attention to detail is now recognised as the main contributing factor in achieving high quality outputs.

LEAN has proven to be a process that identifies under-achieving gaps in our business and gives us the tools to rectify these areas and continually improve processes.

The key to LEAN success is to encourage all personnel to be actively involved and constantly audit our operations and practices so we don’t relapse to our old ways.

Kiln Car Setting - Before Improvements and after Improvements were made.

Quality issues and non conforming product through additive spraying led to a SMED event on the spray system. This resulted in a redesign of the spray booth with error proofing on spray gun and hose fitting.

Kiln environment improvement achieved with the installation of the Vestibule.
CONCRETE AND LEAN – WHAT DOES IT MEAN?

The Wollert concrete plant has dramatically improved its operations, and its LEAN score by active use of LEAN principles and techniques.

By Steve Carroll, Operations Manager Metro Concrete and Graeme Loney, Lean Implementation Manager VIC.

Producing concrete is a simple process. Just take around 2.4 tonnes of raw aggregate, add cement, water and admixtures. Mix in a barrel for 4-6 minutes… and deliver. The whole process usually takes less than 15 minutes and the customer can change the product 5 minutes before batching begins, and still have the product delivered on-site within the hour.

So what benefits could LEAN really have?

Let's take a look at some of the changes at the Wollert Concrete plant in Victoria and what this means for the concrete business as a whole.

This site recently achieved a LEAN score of 78.1, a 56% improvement between annual LEAN Assessments. They have done so by developing their own improvement ideas and drawing on best practice developed at other lead and major sites.

There is an increased awareness amongst employees of the company’s objectives. By linking Policy Deployment to the KPI measures of: Safety; Quality; Cost; and Delivery at the site, any problems are quickly highlighted.

For example, a good safety culture with zero LTI’s has been improved with Near Miss reporting and related Safety Conversations.

This has led to a reduction in HART (Hours Away on Restricted or Transferred duties) from 180 hours to zero across the business for the past three months.

OEE measurement has increased the team’s understanding and ownership of quality, availability and performance at the site. Maintenance programs with preventative maintenance schedules are now clearly posted at the plant.

The site team at Wollert understand the importance of doing daily maintenance inspections at visual inspection points. When potential problems are identified, they are entered directly into the Maintenance system, eAM. The required maintenance is scheduled and reported back to the plant weekly.

The team understands the impact of this loop on plant availability.

The LEAN roll-out has enabled the sites to identify all forms of waste (TIMWOOD – Transport, Inventory, Motion, Waiting, Overproduction, Overprocessing and Defects Learning and applying a variety of LEAN tools continues to improve the business.

Commitment to LEAN and Policy Deployment has seen site teams implement a number of key projects including:

- Using an automated addition of Liquid Colour (Black) – has saved six minutes per load, or a 40% improvement. In the first three months almost four tonnes of bagged oxide was replaced with the automated system reducing or eliminating:
  - manual handling safety concerns
  - forklift movements
  - extra distance and time for agitator drivers reversing onto the colour stand
- Super Plasticiser (SP) through Plant has saved 6 minutes per load (40% improvement). This has addressed safety concerns of the plant staff walking up and down stairs and across heavy vehicle traffic while increasing quality control with specified dose of SP into load.
- Manufactured Sand - by working closely with customers and suppliers to develop products using manufactured sand, a by-product from quarry production. The site is now using Manufactured Sand to replace 80% of its concrete sand requirement without quality issues.

This has ongoing environmental and cost benefits, and has taken 30,000t of traditional concrete sand delivery off the road, freeing up logistics to service other customers.

- Standardising processes like loading sequences with lights, buttons and sirens, and standard line markings at loading bays, wash boxes, colour and slump stands means quick and accurate positioning of agitators.
- Good ideas like bin signage with a large stencil is more effective and cheaper than previous signage at the site. Many of these ideas have been implemented across the metro concrete network leveraging the benefits to the business.
- The team is now looking in even more detail at the process using data from Boral Concrete's National Plant Watcher system to identify more opportunities for improvement.

So, does LEAN bring benefits to a concrete business? Absolutely!
INTRODUCING PULL SYSTEMS IN THE SOUTH AUSTRALIAN ROOFING BUSINESS

After the successful implementation and ongoing improvement of the PULL system into the masonry business at Pooraka in South Australia it will now be introduced into the roofing business as well.

Boral Roofing in South Australia is also based at Pooraka in Adelaide, which meant that key people already understood the process of PULL which made the initial planning phases much easier.

Reviewing the “10 Steps of PULL” was the first task which involved reviewing the products and developing the “cusum” to identify what products would be selected to go onto the PULL system when the process commenced.

Understanding the business constraints and developing the Standard Operating Procedures are just some of the tasks.

Employees on the shop floor were involved in training during the development phases to ensure that their roles and responsibilities were well understood.

A video was taken of the proposed process involving the shop floor team and validated by the central PULL team.

The team have now “gone live” and are recording some impressive results.

We now have the following sites working PULL systems and we are seeing many benefits flow through. Greg Thomas, General Manager Queensland Plasterboard said “The PULL system has allowed us to take some fairly significant costs out of our distribution system. We’ve put more stock out of this plant than we’ve ever done, with only half the stock we used to carry on site. It’s been a really good outcome,” he said.

Tony Palmieri, Lean Facilitation Manager runs through the training with Andrew Willoughby, Plant Manager, Heath Harvey, Team Leader - dry side, Des Thomas, Team Leader – wet side, and Kevin Woolhouse, Yard forklift operator.

Andrew Willoughby, Plant Manager works through one of the 10 steps of pull with input from Michael Morrisey, Regional Manufacturing Manager and Graham Dunn, Inventory Manager.

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WHAT’S HAPPENING IN OH&S?

If you think Boral’s focus on Occupational Health and Safety has increased over the past few years, you’re right, and there are lots of reasons why.

By Ross Dill, Group OH&S Manager.

Boral is not alone in its drive to increase the focus on occupational health and safety. Across Australia and around the world companies are devoting more management time and attention to ensure a safe workplace for all employees:

Some of the reasons Boral is moving in this direction are:

• the high number of employees, contractors and visitors who are being injured in our workplaces or while doing work for us
• the pain and suffering of those injured and those close to them
• the cost of injuries physically, psychologically, operationally and in terms of lost opportunity
• changes in the law including new definitions of liability and actions that should have reasonably been taken by directors, officers and employees
• changes in community expectations including those of our shareholders

We’re pleased to report that the following initiatives have been put in place to address these issues:

• development of a Boral OH&S Induction program which is now live on the Intranet
• establishment of a Health Safety and Environment Committee of the Board of Directors to oversee strategy and actions to address OH&S issues
• establishment of a Management OH&S Committee which meets monthly to actively monitor OH&S performance and corrective actions
• development and implementation of the “1Boral Safety Management System” to ensure a standardised approach to OH&S which reflects Boral’s expectations
• development and implementation of the iCARE program which sets out the behavioural expectations of all parties
• introduction and training programs for drivers of heavy and light vehicles
• training and auditing of “3 Points of Contact” practice
• scheduled auditing of OH&S practices in all divisions, businesses and sites
• closer linkages between LEAN - the Boral Production System and working safely

We are also currently developing a new program called Leading Zero Harm to assist people to better lead the OH&S effort in order to reduce incidents and injuries to our goal of zero.

No one comes to work expecting to get hurt so please help yourselves and your workmates by following these simple steps:

• take time to review and think before you start an activity – do a “Take 5”
• focus on the job at hand
• follow the documented safe work methods and standard operating procedures
• use the appropriate equipment for the job
• intervene or stop your workmates or others if you think they’re not working safely
• stop work and talk with your supervisor if you think something is unsafe

Stay well and work safely.
RECYCLING INNOVATION FOR THE NATION’S CAPITAL

A recycled building product developed by Boral may give a significant boost to the ACT Government’s ‘No Waste’ strategy.

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

Boral Quarries and Recycling is in the advanced stages of testing a revolutionary recycled road base material in the ACT.

Traditionally, bricks, concrete and other demolition waste are used for landfill and some specialised products, but typically much more is produced than can be recycled.

Now, in what is believed to be a first in the ACT, Boral is sorting and crushing demolition wastes and blending them with virgin quarry materials to create a hybrid road base. This is being trialled at the company’s recently established Canberra recycling centre, next to the Mugga Quarry.

The Customer’s Voice

The product has already drawn praise from customers.

Justin Devantier, Manager, BMD, ACT said it was great to be using a sustainable product and his company had found that the hybrid road base performed as well as the virgin product.

Boral’s Recycling Manager, Charlie Bounassif explained that extensive laboratory tests have produced outstanding results.

“Lab testing shows that the hybrid is stronger and has marginally higher yields than unblended virgin products, meaning less is required. This is because the demolition waste has a lower density,” Charlie said.

Customers may benefit through the time saved in placing and compacting the recycled material.

Making its mark

The equivalent weight of over 80,000 family cars has been recycled since operations commenced in several demolition projects within the ACT. This material has been used in local developments. Boral estimates that customers will use this quantity annually in the future.

Recent applications include the demolition materials from the Archive building in Akuna Street and the Belconnen Bus Interchange. They were incorporated in product currently being used on several ACT road projects, including sub-divisions at Casey.

Boral recently met ACT government officials to discuss how the hybrid could be incorporated into more of the capital’s roads and buildings.

Early indications are that it could significantly reduce the Territory’s stockpile of demolition materials and move Canberra closer to its goal of achieving no waste.

“We estimate that the city produces between 150,000 and 300,000 tonnes of concrete and brick waste each year. Around half of that is recycled but the rest is stockpiled.”

Charlie says the unused stockpiles could potentially disappear if sales of hybrid road base continue to grow.

“Boral takes its environmental and social responsibilities very seriously as a construction materials supplier. We’ve refined our recycling processes and products over many years and they have multiple applications in asphalt, concrete and quarry products. Hybrid road base opens up an exciting and environmentally efficient field, which we are looking to market throughout the ACT and elsewhere,” he said.

Above Left: The Boral Recycling site at Mugga. The hybrid road base is proving a hit with customers for its quality and sustainability credentials.
Boral Building Products Sales Representative, Reese Wilmoth, has recently been recognised by the National Association of Home Builders (NAHB) for his contributions to the organisation. Reese has been a member of NAHB for nearly 40 years serving in many leadership positions and is currently the state representative from Oklahoma on the Associates Council for the NAHB. He has been a sales representative for Boral based in Oklahoma since 2000.

Boral President & CEO Mike Kane, received a letter of recognition from Barry Rutenberg, the chairman of NAHB, thanking Boral for supporting Reese’s efforts.

Reese explained how it all began. “I have been involved in some way with the construction and building business here in the Oklahoma Metro area since 1973 and I started with Boral in 2000 as a sales representative. I really didn’t get involved (other than paying dues every year) with our local home builders association until January 1989, after making a New Year’s resolution that I was going to attend and be involved for one year or not rejoin the following year,” he said. “I’m happy with the outcome of that resolution!”

Over the years with the NAHB, Reese has been a member or chairman of all the committees within the local and state affiliations and now represents the state association as the Associates Council National Representative.

He said his involvement with NAHB has allowed him to give back in a meaningful way. “One of the joys of working with the state association has been the scholarship program. We provide seven scholarships of $1,600 to students in the construction trades departments throughout Oklahoma.”

He added that his involvement with the NAHB has been rewarding on multiple levels. “The association with the local, state, and national NAHB is un-measurable as for sales, education, charity work and friendships over the years. It’s been great because of the opportunities afforded to me that I wouldn’t have had otherwise.”

Boral Stone Products employees in the US have developed an innovative solution to a customer problem. By Wayne Buoni, Director of Engineering and Innovation, Boral Stone Products LLC.

Boral Stone’s Versetta Stone product line was launched in 2010. It is a stone cladding product installed with screws and nails as opposed to traditional masonry veneer which requires mortar and a skilled mason. It was originally launched with an L-shaped corner but customers found the corners were difficult to install and required a high level of manual labour.

Employees at the Chester, North Carolina plant came up with a solution called the Universal Corner. This new product for the Versetta product line replaces the difficult to manufacture L-shaped corners. The Universal Corner addresses three installation situations: Outside Corners, Inside Corners and Siding Terminations. The old L-shaped corner only addressed Outside Corners.

To be sure this was the right solution, the concept was introduced to the Innovation Stage Gate process. This includes a detailed financial analysis, prototype molds and products, test installations, internal focus groups, manufacturing trials, marketing plans and two external focus groups.

During the focus groups, prototype product is given to contractors who install it on a test wall. These test installations are documented and recorded. The installations are followed by a detailed interview with the installers about the product.

In the case of the Versetta Universal Corner, customer interviews proved Boral had a solution that addressed the customers needs and manufacturing began. The team is pursuing a patent application to protect this innovation for the future.
Boral Cultured Stone cladding has helped to shape the bronze medal winning ‘Achievable Garden’ at this year’s Melbourne International Flower and Garden Show.


One of 14 designers in the Achievable Garden division, Peta Donaldson runs her own landscape design business, Natural Design. Peta maximised the use of the space provided by using contrasting materials such as stone, timber and foliage.

“I wanted to highlight texture, shape and most importantly colour in the garden design. I also wanted to incorporate seasonal change, to give the garden personality and to create a design that encouraged use of the garden both day and night,” she said.

To achieve her objectives, Donaldson created a curved bench utilising Cultured Stone cladding, encircling a fire pit.

“I found the texture, shape and colour of Country Ledgestone in Aspen from Boral’s Cultured Stone cladding range was the best dry stone wall solution for my design. It made the stone seat the absolute hero of the garden,” commented Peta.

“I did a lot of research on stone cladding and in my opinion Boral’s offering is one of the most realistic on the market.”

Craig McLachlan from Smart Landscapes worked with Donaldson on the installation of the bench and found the manufactured cladding easy to work with.

“Although the curved design of the bench was an unusual one for a stone finish, the manufactured nature of Cultured Stone, which includes corner pieces, made the project easier. Cultured Stone is lightweight and the pieces are designed to be easy to lay and cut. I believe using natural stone would have been more labour and time intensive on this design. The pattern matching also meant there was less wastage,” commented Craig.

Newly added to the Boral range of products, Cultured Stone offers a high quality, affordable alternative to natural stone. Cleverly engineered to look like traditional stone, the manufactured stone cladding product has a number of benefits that technology can provide.

Cultured Stone is available in nine distinct ranges and a wide variety of stone shapes, colours and textures. Each unit of Cultured Stone is cast in natural stone molds before it is meticulously hand coloured to achieve the look and feel of stone.

Boral Cultured Stone is supplied with a limited 50-year warranty and is low maintenance. In most applications it does not require painting, coating or sealing after installation.
SALES AND MARKETING MOMENTUM

Sales and Marketing Excellence continues to be a key strategic focus for Boral. I'd like to reflect on what we have achieved in light of our original aspirations.

By John Stewart, Group Sales and Marketing Excellence Manager.

Early in my career, a senior manager encouraged me to reflect on achievements and to assess progress against goals. When I joined Boral in late 2010, Sales and Marketing Excellence was already identified as a key initiative and we had an idea of what success might look like. In this issue of BITN I’d like to reflect on what we have achieved in light of our original aspirations.

One of the highlights of our journey so far has been the collaboration between our business units. We have shared many thousands of sales leads which has enabled our customers to extract greater overall value from their relationship with Boral. Additionally, we have identified pockets of excellence, which have been leveraged across the whole group in order to improve overall sales and marketing performance.

We have established a common set of tools and processes which have made us more efficient internally, whilst increasing our effectiveness with customers. Consistency and reliability are highly prized by Boral’s customers and we remain focused on this front.

Our people are the key to realising our aspirations and we continue to place emphasis on the benchmarking, assessment and recognition programs that have been put in place.

We have gained momentum in Building Something Great and I am confident this will continue well into the future.

‘ONE BORAL’ IN SOUTH AUSTRALIA IS ENGAGING WITH SPECIFIERS

A sales and marketing initiative is increasing brand and product comprehension, showing specifiers just how easy it is to do business with Boral.

By Craig Herriot, Regional Market Development Manager, South Australia.

As part of the Sales and Marketing Excellence (SME) initiative in South Australia a ‘One Boral’ team has been formed to engage and deliver value to the Specifier segment.

This five member team represents construction materials, plasterboard, timber, clay & concrete products and windows & doors. The aim is to improve the chances of Boral products being specified at the early planning stage of the design process.

Some of the activities include: lunchtime presentations to specifiers such as architects, engineers, developers and town planners and prioritising visits to specifiers based on opportunity and projects on the horizon.

The ‘One Boral’ team aims to be the ‘go to’ people for specifiers interested in any of Boral’s product categories.

This will come from building strong relationships with the specifier firms and working closely with project decision makers to ensure they have the information and samples they require. It can also leverage off existing relationships between team members and targeted specifiers.

These high level relationships with specifiers become a powerful tool as we get to know the customer’s customer. This forward thinking and early involvement acts as a catalyst for innovation.

It’s a framework that ensures Boral product is specified during the earlier design phases and improves visibility with sales forecasting. By working closely with specifiers we identify the gaps in their knowledge and products that can be developed to support their projects.

The team also plans to attend architectural events to showcase new and unique products.

Outperform our competitors
We have the best understanding of our customers and competitors
Common toolkits, language, and industry best practice
Sales & Marketing processes
Industry and customer recognition of high calibre Sales & Marketing talent
Collaborative and supportive cross-Business Unit culture

The team, Jimmy Batiolis, Jason Braiotta, Felicity Huff, Barry Fitzharris and Craig Herriot regularly coordinated ‘One Boral’ lunchtime seminars to large specifier firms, such as the one pictured which took place recently at GHD Australia. This saves time for both the client and Boral whilst building strong relationships.
BORAL DESIGN AWARDS CONTINUES TO SHOWCASE ARCHITECTURAL TALENT

Boral has been proudly supporting Australia’s architectural talent through its annual Boral Design Awards since 2006.

By Jamie Durie.

What we all recognise instinctively is a “sense of place” and the “art of placement”. A fundamental reality is that when architects and designers get it right you can feel it. Buildings we inhabit should enrich the human experience and engage our emotions. They should be much more than a beautiful stately object. They should generate in us a feeling of being glad to be within its space and this criterion should be as important as whether the building is innovative, sustainably built, has a good green rating or is iconic.

Boral has been promoting and supporting Australia’s architectural talents since 2006 through the annual Boral Design Awards. The awards help scope out some of the finest architects, building designers and architectural students through their conceptual entries.

This year the brief given to entrants was to make use of an existing, city fringe commercial building to design a scheme that adaptively re-purposes the building into a medium density residential and/or mixed use development.

“Entrants were told they should be aiming to preserve 50% of the building fabric and that the design must include internal renders, exterior detailing and urban response to the specific challenges of the site.”

Of course, the design also had to represent innovation in the use of an appropriate mix of Boral products. Using Boral products from the competition product sheet, the designers and architects would be awarded for demonstrating an innovative use of materials.

The awards brief sought a creative response to an urban challenge. Concepts that provided for a significant increase in urban density were highly regarded, but schemes also had to deliver a high level of amenity for the occupants. Sustainability, construction viability and overall design innovation were also addressed.

This year there were three categories for entrants: professional category (open to all practicing architects), the new emerging professional category (in practice five years or less) and the student category.

‘Emerging professional’ and ‘student’ categories are so important. As we all know when you’re just starting out and establishing yourself it can be very challenging. The Boral Design Awards is a platform which allows up-and-coming architects to showcase themselves and their work.

For a design scheme that embraced its urban setting and created a socially sustainable residential community, the prize of $20,000 went to the ‘Flamingo Lane’ project, by Brisbane-based architect Phillip Nielsen. This concept contributed to the vibrancy of the city and kept the scale of the streetscape while still using elements of the existing building. Its blend of medium density housing options, offering 19 dwellings as well as five 50 square metre tenancies, creates a precinct that promotes community.

The new emerging professional category, with a prize of $10,000 was awarded to Casey Bryant for his design ‘< Insert House Here >’. Using the commercial building’s façade, the scheme considered the need to provide privacy yet allow natural light to permeate. The diverse development preserves the character of the original structure, enhanced with garden and a range of both residential and commercial spaces.

The student category, with a prize of $4,000 and attracting entries from 10 universities from around the country, showcased the emerging pool of architectural talent in Australia. A joint entry from Jannette Le and Seung Hyuk Choi, both studying at the University of Melbourne, was judged as the most creative and innovative scheme.

Stating the re-use of a building should have remnants of its previous use the ‘A Thousand Shelves At My Doorstep’ project cleverly combined medium density housing with a warehouse-style retail concept, allowing browsers to scan and purchase items on display.

Congratulations to all three winners! I was very happy to be able to attend the awards ceremony in Melbourne this year. Glenn Simpkin, Boral’s Divisional Marketing Manager for Building Products, did mention to me on the evening that “rooftop gardens were dominant themes across this year’s submissions”. So glad to hear it, and keep those rooftop gardens happening people!

* Jamie Durie OAM, is a horticulturalist and international award-winning landscape designer and founder and Director of Durie Design.
Clockwise from above.

**Professional winner:** Phillip Nielsen (Monochromat studio) with ‘Flamingo Lane’

**Emerging Professional winner:** Casey Bryant with ‘< Insert House Here >’

**Student winner:** Seung Hyuk Choi and Jannette Le with ‘A thousand shelves at my doorstep’
BORAL HOSTS WORKSHOP FOR LEND LEASE PROJECT ENGINEERS

A Boral workshop covering Concrete and Plasterboard value added services and innovation ideas has been well-received by industry leaders.

By Craig Skipsey, Regional Market Development Manager VIC/TAS, Boral Construction Materials and Gerard Moran, Group Key Account Coordinator, Boral Plasterboard.

Boral recently hosted 36 project engineers from the Lend Lease Project Management and Construction business in our Port Melbourne office.

The workshop covered innovation and driving positive changes for both Boral and Lend Lease. We showcased the result of driving change by highlighting the value added services of concrete and plasterboard.

Chris Barras talked through Boral Concrete’s capabilities for looking beyond just supplying concrete to site. This included early planning, resource planning and site co-ordination.

We highlighted the outcome of these activities, which is improved labour efficiency on site.

Glenn Ford introduced the internal lining fitout section, briefly discussing the highly successful alliance partnership Boral Plasterboard has enjoyed with Lend Lease since 1999.

Tom Brown provided some real world examples of incorrect installation of plasterboard systems. These examples were particularly relevant to the audience and created much discussion as the guests suggested what was wrong.

There was a fantastic response to the innovation session with Glenn Ford and Mark Debevc explaining the innovation process. A total of 39 ideas were captured from the audience. Finally the group were shown the new Autopicker, a world class automation innovation for picking and packing plasterboard of various sheet sizes.

At a future event we plan to show the group how Plasterboard is manufactured.

INDONESIAN CUSTOMERS SHARE IN THE EXCITEMENT OF PLASTERBOARD RE-BRANDING

Customers and their families were the focus when Boral Plasterboard Indonesia launched the company’s new identity.

By Theresia Lilya, Marketing Manager, Boral Plasterboard Indonesia.

The team at Boral Plasterboard in Indonesia chose the country’s three largest cities: Surabaya, Medan and Jakarta to introduce the new brand architecture to customers.

“A total of 1,400 loyal wholesale and retail customers and their families attended the three “meet and greet” networking events held in May and June 2012.”

The two-day events kicked off in Surabaya, East Java where transport, entertainment and accommodation were all included to ensure the event was relaxing and fun.

The games and entertainment were designed to be informative and fun for all involved and provide a wonderful networking opportunity.

After an opening speech from Boral’s regional sales manager, guests were treated to a gala dinner, including games, entertainment and door prizes.

After breakfast on the second day everyone joined in the games and competition which was open for all family members. The events closed with lunch and a prize giving ceremony before the guests were transported home by bus.

At the Medan City event in North Sumatra, the families were excited to participate in a version of The Amazing Race, created around a theme park.

Finally in Jakarta, which is the biggest city in Indonesia and our biggest Boral customer base, the highlight of the event for our guests was the visit to a Safari Park. The children were delighted to see the animals in their natural habitats.

The events were greatly appreciated by our loyal customers and their families and also received local media coverage.
Boral Plasterboard Indonesia has participated in the biggest building technology exhibition in Indonesia.

By Theresia Lilya, Marketing Manager, Boral Plasterboard Indonesia.

Hundreds of building material companies, operating in both the residential and commercial segments from across Indonesia and overseas gathered in June for the Indonesian Building Technology Expo 2012. As well as introducing the Boral brand to the market, the Expo enabled Boral to demonstrate its credentials as a system provider as well as a plasterboard manufacturer.

Indra Wibowo, Technical Manager, Boral Plasterboard said, “The exhibition booth itself was an ideal vehicle to showcase our drywall systems.

“We built a two-storey booth specifically for this exhibition at which visitors could see a range of the plasterboard installation techniques for ceilings and drywalls. There was something suitable for all needs. “Visitors could see and experience the different drywall and ceiling systems for bathrooms, using wet area product, walls that were fire-rated for between one and three hours and acoustic and sound-proof rooms. “The acoustic and sound-proof room proved the most popular of the displays. Once in the home theatre room, the optimum acoustic solution drywall with high STC performance, kept the noise of the crowd outside and prevented any sound leakage from inside,” he added.

Commenting on the display, Mr Rudi Drajat, an architect from the Indrapersada architectural firm said, “It is an excellent sales approach, this sound-proof room inspired me to have one like this at home.”

The expo was a great success with more than 4,000 people visiting the Boral display over the five days.
BORAL CEMENT IS LEADING FOR SUCCESS

The successful leadership intervention ‘Leading for Success’ is helping Boral Cement implement core elements of the Boral Way and other cultural changes.

The recent completion of the final round of the Leading for Success program was a significant milestone for Boral Cement. In the six months that the program has been running it has been extremely well received with 100% of participants saying they would recommend the program to their colleagues, 85% felt it exceeded their expectations and 15% said it met their expectations.

A total of 150 key leaders across the business completed the three-day program taking away knowledge and skills that could be applied within 48 hours of returning to their workplace. The aim of the program was to enable leaders to build “High Performing Teams” to deliver the elements of the Boral Way that “reinforce the core” and build a sustainable business during periods of intense change.

“In undergoing transformational change, we identified a need to support our leaders and enable them to implement the strategic initiatives and the cultural change for our business. This intervention provided fundamental knowledge and skills to increase the pace of change and get buy-in from their teams,” said Cate Hathaway, Divisional HR Manager, Boral Cement.

Leading for Success was built around the Boral Purpose and Values, the Boral Leader and the Boral Way and tailored specifically for each of four groups; executive management, senior management, middle management and front line supervisors. Importantly, this program was a catalyst for the continuous cycle of learning, doing, reflecting and improving.

Reinforcement was ensured by each participant following up with their manager within two weeks of the program, as part of ongoing performance feedback discussions and a regular newsletter with tips and reminders of tools available to them.

The values underpinning the program were the 3Cs – Clarity, Culture and Capability. “Our leaders need to have clarity about their role as leaders and how to provide clarity to their teams during times of change. They need to foster an engaging and participative culture and provide the core skills or capability to lead a high performance business”, said Kate Steenkamp, Organisational Development Manager.

A ‘back to basics’ set of leadership tools

Based on 20 years’ research, Dr Denis Bourke from the Centre for Executive Development and Kate Steenkamp co-developed and facilitated the Leading for Success program which provided leaders with practical tools to apply on the job. Over the past six months, participants have integrated these tools into their business and how they lead and manage people.

Mark Mueller, Production Services Co-ordinator at Waurn Ponds, has been using the “hearts and minds” approach to safety and continuous improvement by setting clear boundaries and expectations.
daily and spending more time listening to the team about concerns and what needs to be improved.

Mark has incorporated the “Giving Feedback” model to facilitate the team in providing solutions and taking responsibility. “I get feedback on ideas rather than trying to come up with every single solution to every problem. I am trying to break down some barriers and get cultural change and it is starting to improve,” said Mark.

Popular amongst participants were the 4Ps – Purpose, Picture, Plan and Participation, a simple tool to improve the effectiveness of communication. “We use the 4Ps in our LEAN reports, as our LEAN principles, the SOP for Supervisors and Performance Reviews. They give a clear direction. The guys now understand why they are doing the jobs and we get buy-in,” said Jamie Whittaker, Production Superintendent at Marulan. Similarly, Peter Turner, Continuous Improvement Manager, Maldon and Kooragang has incorporated the 4Ps into Total Preventative Maintenance with cross-functional teams.

Each day, Jim Bizjak, Process Controller at Berrima and a member of the LEAN Acceleration Team, has been using the skills he learnt from the course, especially Active Listening, Coaching for Success and Motivating Others. “One of the good things about the program is that there is a mix of tools that you can choose, depending on the situation. Having these makes you strive a bit harder,” he remarked.

A ‘hands on’ program dealing with real issues

Given the number of changes being implemented at the sites, the program has been timely. “We are going through a lot of change and the tools have come at the right time,” said David Pascoe, Production Services Team Leader at Berrima.

A key reason for the program’s success has been the focus on allowing participants to practise the new skills, two to three times on the course and receiving immediate feedback. This has contributed to building their confidence in applying them in their day-to-day work with their teams. “The role playing and working through different situations really helped,” said Jim Bizjak. Furthermore, the participants were provided with a leadership toolkit, called “Leadership Snapshots”, a simple yet effective guide with quick reminders.

Participants were also able to network with leaders from different sites and discuss issues and learn from their successes. One of the highlights was the dinner conversations where senior leaders shared their work experiences and insights about their career progression. Senior managers came to every program, demonstrating their support and were open in sharing their experiences.

For Paul Hazeltine, Production Supervisor at Maldon, who recently joined Boral Cement, the program assisted him in quickly building relationships with people across the company and being able to discuss similar problems and issues.

Leading for Success is a cornerstone in building Boral Cement into a high performing business. “Supervisors now have the skills to take them to the next level and confidence to tackle problems they would not have previously and now have a process and tools,” said John Patterson, Continuous Improvement Manager at Marulan.

Taking the business to the next level

“At toolbox meetings, they set the strategies of what needs to be achieved for the day, they feel empowered and have the confidence and skills to run their own show. This has created a stepping stone for their career path in expanding their current skills,” John continued.

His comment: “The more time and effort we put into developing our leaders, the more successful our business will be,” captures the belief, commitment and action that now exist within Boral Cement to take the business to the next level and accelerate the implementation of LEAN, safety and the core elements of the Boral Way.
CHILDREN DRAW FOR SAFETY MONTH AT BORAL GYPSUM IN VIETNAM

Boral Gypsum Vietnam recently reached the milestone of two years LTI free and celebrated with a range of employee events as part of the June Safety Month Calendar, including a contest for employees’ children.

By Peter Edwards, General Manager, Boral Gypsum Vietnam.

In June, Boral Gypsum in Vietnam launched its inaugural “5S” themed children’s drawing contest held at the company’s manufacturing facility. The children were asked to draw their interpretations of what 5S might mean in the home and at their parent’s workplaces.

The contest was a great opportunity to get staff together in a fun environment to reinforce safety messages and to start their journey along the 5S path.

It was also the first time employees have been invited to bring their families to the plant and provided an ideal opportunity to show the children where their parents spend their working hours.

In addition to the drawing competition, the children were treated to a magic show, balloon sculpture and even the youngest members of the audience joined in with karaoke performances.

The toughest part of the day was judging winners with an impressive depth of artistic ability on show.

One visitor explained that she had never experienced such an interesting and meaningful event at her husband’s workplace before. “Thanks to this opportunity I can get more knowledge about 5S and I even can apply it at home. Our children really enjoyed the day and they keep asking if they may join the event next year” she said.

Collective work of all little artists used to make up a big 5S picture.

Little artists brought out different cute ideas about 5S at plant, school and home through their hard work.

The children had a great day enjoying fun activities and seeing their parents’ workplace.

*5S – Sort, Set in Order, Shine, Standardise, Sustain.