

Stakeholder engagement

To be sustainable business, we recognise that we must meet the expectations of our stakeholders and deliver on our commitments on the issues that matter most to them. We strive to engage with our stakeholders in an open and transparent matter and listen to their feedback.

The following table lists our key stakeholder groups, the issues that are most important to them and some of the ways we engaged in FY2020.

Stakeholder	Key areas of interest	How we engaged
Communities	<ul style="list-style-type: none"> • Our response to bushfires and to COVID-19 • Ethical and safe behaviour • Contributing to the community • Environmentally responsible • Responsible supply chain • Management of noise, dust and traffic impacts • Local employment 	<ul style="list-style-type: none"> • Supported rural bushfire fighting efforts and local communities impacted by bushfires and COVID-19 pandemic • In Australia, Stakeholder Engagement Managers interact with local communities through community liaison meetings at our key sites to inform communities about our local operations • Published online information and resources • Communicated and engaged with local communities, including Aboriginal and Torres Strait Islander peoples in relation to cultural heritage • Through our community partnerships provided financial support to local community causes and projects, including initiatives to protect biodiversity and promote mental health
Customers	<ul style="list-style-type: none"> • A business that can be trusted and that understands its customers • Ease of interacting with Boral and superior customer experience • Safe, reliable and sustainable products through their lifecycle • Innovative and sustainable solutions 	<ul style="list-style-type: none"> • Monitored our interactions through Net Promotor Score tracking and responding quickly to negative feedback and to rectify concerns, including through 'VIBE' feedback channels where available in Boral Australia • In Australia, enhanced our online customer portal enabling access to electronic dockets and paperless delivery • In Boral North America, extended the virtual remodeler online design tool • Face to face and direct engagement through sales team, account managers and executives • Website and social media communications
Employees	<ul style="list-style-type: none"> • Health, safety and wellbeing • Fair and equitable pay and recognition of good performance • Diversity, inclusion and equity • Career development opportunities and training • Access to flexible ways of working 	<ul style="list-style-type: none"> • Regular toolbox talks as part of pre-start meetings • Virtual town hall meetings • Internal communication through email, intranet and noticeboard communications • Organisational culture survey and COVID-19 Pulse Survey • Independent professional support via Boral's Employee Assistance Program (BEAP) • Networking groups, including Boral's Women in Science and Engineering group • Leadership training, including three-day zero one ten Leader programs, with more than 100 frontline leaders attending

Stakeholder engagement (continued)

Stakeholder	Key areas of interest	How we engaged
Investors and analysts	<ul style="list-style-type: none"> Operating as a long-term sustainable business Has a clear strategy Generating strong financial returns Responsible capital management and strategy Monitoring and managing risks, including climate impacts Reliable communications and external reporting Strong corporate governance framework Appropriate remuneration strategy and framework Engages with the market, listens to feedback and communicates well 	<ul style="list-style-type: none"> Annual program of engagement with investors, including management presentations and result briefings, investor site visit, one on one meetings and Annual General Meeting Annual Report, Boral Review & Sustainability Report, and corporate website Price sensitive information lodged with the Australia Securities Exchange Perception surveys to gather and understand equity market views and feedback Responded to information requests for financial and sustainability information Engagement with investors, investor representatives, proxy advisors, including on ESG matters
Government and regulators	<ul style="list-style-type: none"> Compliance with licences and standards Legal and ethical conduct Use and re-use of materials in our production processes 	<ul style="list-style-type: none"> Reporting and correspondence Meeting with government officials and regulators Direct engagement and via industry associations Specific initiatives included working with NSW Government to enter into a Biodiversity Stewardship Agreement
Suppliers	<ul style="list-style-type: none"> Ethical and fair conduct Well defined and fair payments terms Clear and transparent communication Sustainable procurement policies that promote diversity and inclusion 	<ul style="list-style-type: none"> Screened and assessed suppliers and their alignment with Boral standards, including through a pre-qualification questionnaire Partnering with social enterprises and Aboriginal and Torres Strait Islander-owned businesses through our Supplier Success Program to support their future success Direct engagement with suppliers and their Boral representatives including through face to face, phone and email communications