BORAL

Building something great

Capability Statement 2025

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Building something great in Australia for over 75 years

Welcome to Boral. We're Australia's biggest vertically integrated construction materials company. That means we not only supply customers with outstanding raw materials like aggregate and sand, we also develop and produce advanced construction materials and solutions like lower-carbon concretes and advanced asphalts.

Our national operations stretch from quarry and cement infrastructure and construction-material recycling right through to batching operations for asphalt and concrete. We work year round to help customers deliver high-profile civil works and major infrastructure projects, as well as key residential, commercial and industrial developments.

Boral started out in 1946 with a vision to help Australia build something great. And we've been working hard to achieve that goal ever since. You'll see the fruits of our labours right across the country, from the surface of the Sydney Harbour Bridge to the walls of Melbourne's Metro Tunnel. From the asphalt at Adelaide Airport right through to much of the concrete used in Brisbane's Gateway Bridge and Perth's Forrestville Airport Link.

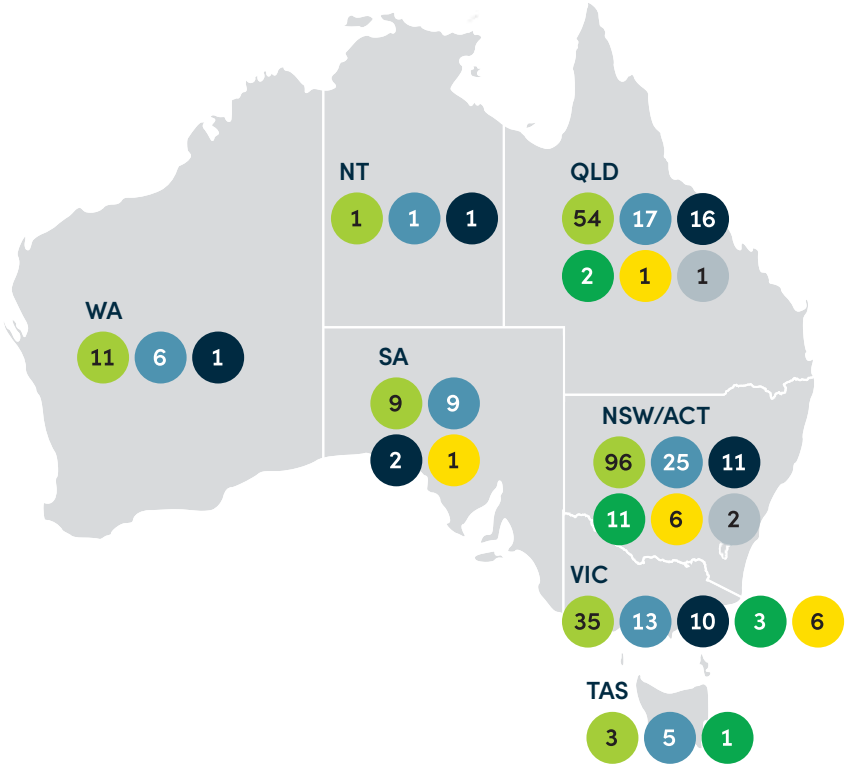
We achieve all this with the help of a talented workforce of 7,500 employees and contractors, working in research, production and business support across more than 360 locations nationwide. We also understand that the best results come from working closely with customers to find the right solution to their individual challenges. We know that by working together, we can make something we can all be proud of.

Construction materials: Our leading integrated network

360

operating sites

209	Concrete
76	Quarries
41	Asphalt
17	Cement
14	Recycling
3	Concrete Placing



Our purpose and values

Right from our very beginning, Boral has been working to create a better, more prosperous Australia. From our early days in the petroleum sector through to becoming an industry-leading construction materials supplier, the common thread has been a desire to make things better.

Our purpose is summed up today in the phrase, 'building something great'. It's a way of thinking that we apply whether we're supplying roadbase for a new highway or developing new forms of concrete that contain less embodied carbon.

We work to achieve our purpose by keeping in mind a clear set of five values, known as STAAR. Collectively, they provide a framework for managing ourselves, our workplace safety, our customers and colleagues, and Boral's ongoing success.

Boral's STAAR Values

Safety: We look out for each other and are committed to zero harm.

Teamwork: We trust and help bring out the best in each other.

Ambition: We always strive to be best in class in everything we do.

Accountability: We own and deliver our commitments.

Respect: We value others and treat everyone fairly.

How we keep people safe

We have long understood that people are our most important asset. It's why we are firmly committed to building safe, engaged, diverse and inclusive workplaces. Our goal is to develop a culture where every person feels respected, connected and able to contribute to their full potential.

Part of this work centres around our Zero Harm approach. Through it, we strive to eliminate all risks and hazards in the workplace that could potentially cause harm to people or the environment. That way, everyone who spends time at a Boral workplace can return safe and uninjured to their family at the end of the day.

Our 'Four Life Saving Rules' are an important part of this work. Designed for use by employees, contractors and visitors, they form a checklist that can be used across the working day to identify – and neutralise – hazards.

The four rules are:

- I am licensed and authorised to operate Boral assets and have the appropriate PPE
- I am not impeded by fatigue, drugs, alcohol or the use of a mobile phone
- I follow traffic management requirements and exclusion zones
- I check for stored energy before starting work.

We also take seriously our responsibility to manage dust across all of our sites and we are striving to lead the way through a comprehensive dust management framework. This is informed by our ongoing work with specialists and regulators to help ensure we are using modern management practices and dust control technologies to keep our people safe and healthy while at work.

ZERO HARM TODAY

A true commitment to reconciliation

Boral's purpose of 'building something great' applies to more than our work supplying construction materials. It also extends to our efforts to build stronger, deeper ties with First Nations peoples. Our vision for reconciliation is for all our people to respect and embrace the proud heritage of Aboriginal and Torres Strait Islander peoples and cultures.

Reconciliation Action Plan

In recent years, we have been on a reconciliation journey using Reconciliation Australia's Reconciliation Action Plan (RAP) framework. In 2019, we launched our Reflect RAP and looked for ways to include First Nations peoples in our supply chain. We followed this with our first Innovate RAP in 2020, which was successfully completed in 2023. We are currently undertaking our Stage 2 Innovate RAP, which sets more ambitious goals and commitments to contribute to reconciliation via four key pillars. These are:

Relationships

Building strong and long-lasting relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities.

Respect

Deepening respect for and raising cultural awareness and understanding of Aboriginal and Torres Strait Islander peoples, cultures and achievements.

Opportunities

Broadening social and economic opportunities through employment, including long-term career pathways and training, and increased participation in our supply chain.

Governance

Building accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.

Acknowledgement of Country

We acknowledge the Traditional Owners of the lands across Australia. We recognise and respect Aboriginal and Torres Strait Islander peoples and their unique position in Australian culture and history, and pay our respects to their Elders past, present and emerging.

Quarries

Australia is growing and our quarries are helping meet demand

Quarried materials are the basic building blocks of the modern world, with Australian construction projects consuming 190 million tonnes each year. At Boral, we're helping to meet demand through a network of more than 75 quarries across the country.

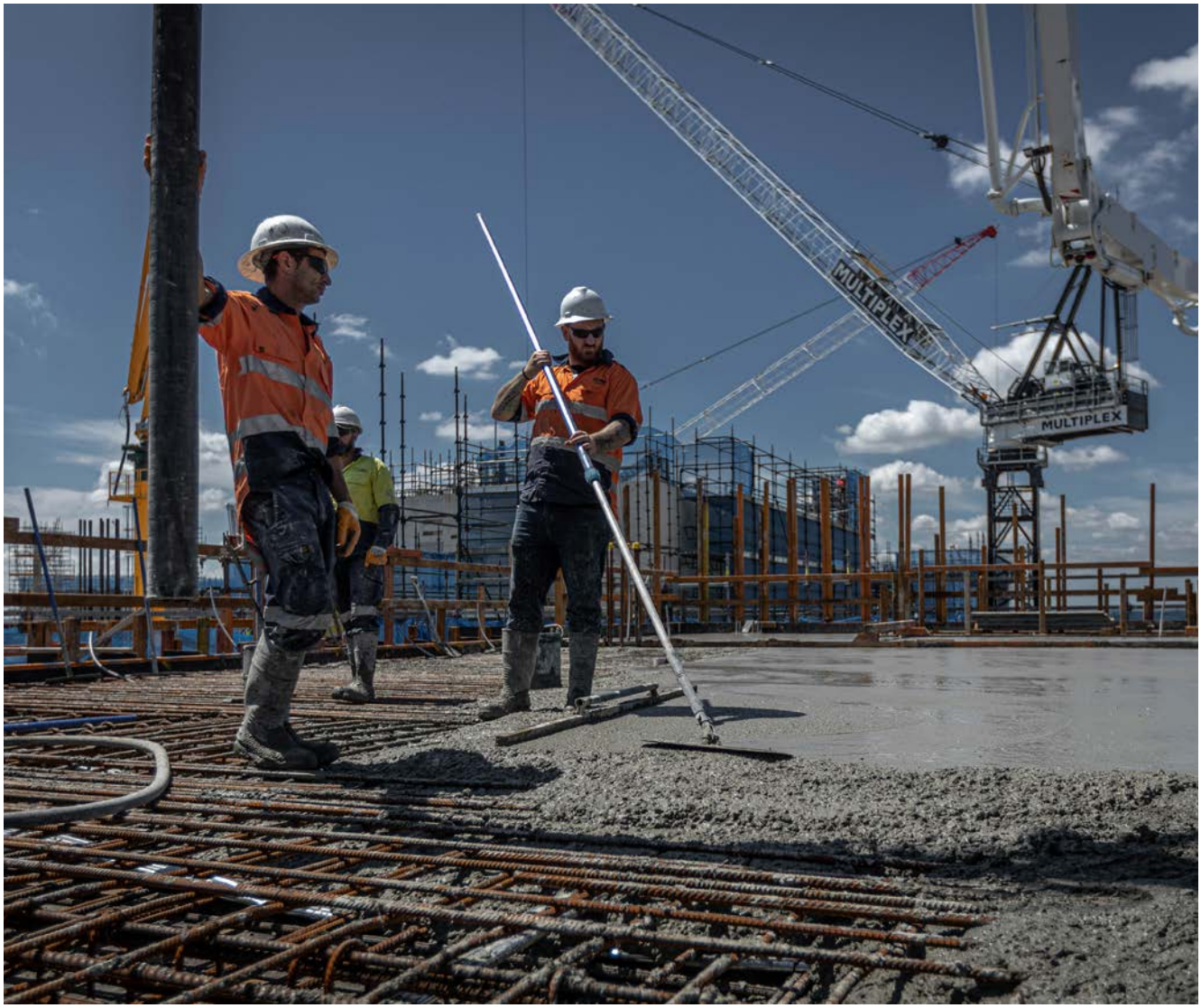
Each year, our quarry operations produce some 30 million tonnes of materials, including aggregates, fill and sand. These are used both in our own downstream products, like asphalts and concretes, and also sold directly to customers across a range of construction segments. You'll see Boral quarry materials in the bridges and highways you drive on each day and the buildings you work and live in.

As well as having the critical infrastructure needed, we have the deep knowledge required to create a diverse range of specialist quarried products. Our key product areas include aggregates, fill material, sand, speciality rocks, crushed rock, roadbase and other quarry materials. Within these, we produce numerous subproducts. For instance, our aggregate operations include concrete, asphalt and sealing aggregates as well as rail ballast. Our specialist rock operations include spalls, armour breaching rock, shot rock and gabion rock. And our fill types include specified, unspecified and general fill.

Our quarry operations are located close to efficient road or rail transport routes. We adhere to strict environment protocols to ensure minimal or no impact on areas around our quarries.

Concrete

Diverse concretes to meet every design and engineering challenge



Concrete is the most versatile of modern building materials. And with customer requirements and specifications rapidly evolving, we're rising to the challenge of developing and delivering the new forms of concrete needed. We also work closely with customers to solve challenges around delivery to inaccessible locations and tight time schedules.

Boral concrete is used everywhere from residential driveways and house foundations and walls to multi-storey residential and commercial developments and major infrastructure projects. You'll see it in mosques and churches, in bridges and overpasses, and in schools and hospitals.

Our concrete operations are powered by more than 200 operational sites and batching plants across Australia. These are positioned close to customer application and development sites in both rural and urban areas to maximise processing efficiencies.

We are constantly developing our concrete offering to bring new aesthetic and performance options to customers and to meet increasing sustainability requirements. For specific information on Boral Decorative, Lower-Carbon and Advanced concretes, see the individual descriptions on the following pages.

Cement

The infrastructure needed to ensure cement supply

Without cement there can be no concrete. To ensure a dependable cement supply for our own concrete-production operations and to meet the needs of external customers, we have developed a sophisticated supply chain and advanced transportation solutions.

We import the crucial cement intermediary product clinker and also manufacture clinker using our own limestone. We also classify fly ash and grind slag as supplementary cementitious materials.

Our capability and capacity is strongest on the east coast, where we have our own limestone mine with significant reserves, as well as grinding capability at Berrima, Maldon, Geelong and Brisbane. These resources and others across the nation enable us to deliver more than three and a half million tonnes of cement into the Australian marketplace per annum.

Our key product areas include bulk cement products, fly ash and slag, cement stabilisation products, and packaged cement. Within these, we produce numerous subproducts. For instance, the bulk cement range includes shrinkage-limited, general-purpose, off-white, marine, high-early-strength, low-heat, and sulphate-resisting cements, as well as slagment. Our fly ash and slag range includes fine grade fly ash, medium grade fly ash and Enviroment® furnace slag.

Our extensive cement depot network across NSW, Victoria and Tasmania allows us to transport cementitious material by rail, road and sea to eight key metropolitan and regional storage depots across the three eastern states. In Queensland, our Sunstate Cement JV supplies our external and downstream demand. We also operate a fly ash processing facility at the Tarong Power Station to supply fly ash to our Queensland, NSW and Victorian customers.

Asphalt

Advanced supply chain for smooth provision of asphalts

You'll find Boral asphalt right from the deck of the Sydney Harbour Bridge through to Perth's Tonkin Highway – and just about everywhere in between. That includes the runways and taxiways at the new Western Sydney International Airport. Our advanced surfacing solutions are also used in countless Australian road and construction projects, from local streets to complex infrastructure such as freeways and highways.

Our asphalt business spans three key areas: asphalt manufacturing sites, contracting and maintenance services, and spray seal services. With significant supply capacity across key market segments, we provide Australian industry with some two million tonnes of asphalt each year.

Specialty asphalt solutions

Our range of asphalts includes a number of specialist solutions, such as Aeropave®, which provides a durable, high-performance surface for runways and taxiways, and Railpave® which can be used as a substitute for ballast beneath railway sleepers. LoNoise™ is a thin asphalt wearing course designed to reduce noise pollution on heavily trafficked roads in urban and suburban areas. Our industry-leading INNOVO™ asphalt system, which incorporates recycled materials, is detailed on the following page.

Skilled operators and automated production processes at our manufacturing sites mean that we can deliver mixes tailored to the requirements of individual customers. We provide a contracting service that includes complete road surface preparation, installation and ongoing maintenance. Additionally, our spray seal allows us to resurface roads by spraying a bitumen layer then sealing it.

Recycling

Real and tangible recycling applications

Natural resources are finite and extracting them consumes energy and releases emissions. To lessen these impacts, we have become experts at recycling. Through our Circular Materials Solution (CMS) and other initiatives we deliver an extensive range of sustainable materials and solutions to customers in the building and construction industry.

Our recycling approach is based around the concept of the circular economy, which promotes the reuse and regeneration of materials. We use our network to process some two million tonnes of construction waste every year into new materials for use in a range of applications. For example, crushed concrete, bricks, glass and soils are collected and processed into products such as road base. Waste concrete and asphalt are processed for use in new, more sustainable forms of concrete and asphalt. At some sites, recycling of more than 99 per cent of waste materials received has been achieved. Our recycling footprint currently includes sites in NSW, Victoria, Queensland, South Australia and the ACT.

Circular Materials Solution

Our Circular Materials Solution (CMS), meanwhile, enables customers to engage in an end-to-end process to identify recycling opportunities across the lifespan of projects. We engage with customers early in the process to identify lower-carbon building product options and manage their construction waste material. This enables suitable materials to be separated during demolition or excavation and diverted away from landfill. This process reduces the cost of disposal and redirects waste to a Boral recycling centre for eventual use as new recycled or reclaimed construction materials.

Freshly mixed concrete to keep worksites moving

The supply of freshly mixed concrete is crucial to the workflow on most modern construction sites. We support customers across all construction segments with efficient concrete-placing services, operating out of three key sites in the eastern states. Integration with our wider concrete business simplifies our supply chain, making it simple to deliver to customer projects. Our concrete-placing services are used extensively across the commercial, industrial, multi-residential and infrastructure sectors.

Infrastructure across NSW and Queensland

In NSW and Queensland, our De Martin and Gasparini (DMG) concrete-placing business enjoys the benefits of a supply chain that includes Boral's in-state mines and quarries for limestone, sand and aggregates, as well as cement production facilities and concrete batching plants. DMG has supplied and placed concrete for a long list of landmark infrastructure projects, including Sydney Metro stations and the passenger terminal at the Western Sydney International Airport.

In Queensland, DMG boasts a large fleet of mobile, stationary concrete pumps and placing booms. The business specialises in high-rise residential and commercial buildings, shopping centres, hospitals and large infrastructure projects. DMG's projects in Queensland have included a new six-storey precinct at Brisbane Grammar School, the Caboolture Hospital redevelopment, the Kangaroo Point Bridge and the Southern Queensland Correctional Centre near Gatton.

LOWER-CARBON CONCRETE

Concretes that deliver on performance and sustainability

Society and the construction industry are increasingly looking for more sustainable building solutions. We've listened and have prioritised the development and supply of a range of lower-carbon concretes. Produced by swapping out part of the Portland cement compound in the mix with lower-carbon alternatives like fly ash and ground granulated blast furnace slag, such concretes can reduce embodied carbon by as much as 50 per cent. While previously strength was a potential issue with lower-carbon concretes, our proprietary ZEP® technology allows for concretes with good early-age strength, excellent drying/shrinkage properties, excellent durability and that are less prone to cracking. This provides engineers, builders, and architects with a cost-effective lower-carbon product that can be used to solve both architectural and engineering challenges.

Lower-carbon-concrete choices

We offer three core lower-carbon concrete ranges:

ENVIROCRETE®

ENVIROCRETE® concrete is a traditional lower-carbon concrete product and when used can reduce the overall environmental impact of a project.

ENVIROCRETE® PLUS

ENVIROCRETE® PLUS is a lower-carbon concrete that matches the performance of standard concrete. It provides great early-age strength and improves drying shrinkage characteristics through the inclusion of our patented ZEP® technology.

ENVISIA®

ENVISIA® concrete has the best early-age strength and drying shrinkage properties. It has a light colour and provides an outstanding appearance in an off-formwork finish.

The delivery of these products supports both our own decarbonisation goals as we aim for net zero emissions by 2050 and also our customers' lower-carbon and sustainability ambitions. Depending on how they are used, such concretes may enable customers to achieve sustainability goals such as compliance with the Green Star and Infrastructure Sustainability Council's rating schemes.

ADVANCED CONCRETE

The flexibility to build what you want

Photo: © Adam Mørk / 3XN

Every construction project has its unique challenges. Our range of advanced concrete products is designed for jobs that require highly specialist solutions as well as the ability to know precisely how a concrete will perform. They help customers to build with confidence under the most difficult site constraints.

Aspire®

Our Aspire® high-strength concrete was specifically developed to maximise floorplans in commercial and high-rise buildings and increase productivity. It was recognised as the Urban Developer Awards' Best New Building Product of the Year for Australasia in 2019. Aspire's strength performance makes it useful in a wide range of demanding structural applications, particularly in high-rise and slender buildings to enable the most creative architectural goals to come to life.

Aspire® mitigates many of the challenges associated with slender and high-rise towers through its ease of use, handling, and pump ability. It has low shrinkage and creep values that also reduce the serious risks associated with heat of hydration in thick walls.

EVOLVE™

Meanwhile, our EVOLVE™ thermal-modelling solution can provide designers with insights into how temperatures can rise within concrete elements – and how concrete mixes can be modified or preventive measures applied to manage the risk of early-age thermal cracking. EVOLVE™ is a 3D simulated finite-element model that has been developed through extensive experimental testing of materials by Boral in collaboration with the University of NSW. It has been used in more than 100 projects nationally, including One Circular Quay and Atlassian Central. Customer feedback has been excellent.

Beautiful, mood-setting concretes

Concrete is not only one of the most versatile building materials, it can also be among the most beautiful. Our range of decorative concretes offers builders and designers a diverse range of effects, colours and finishes to enhance internal and external concretes.

exposé®

The exposé® decorative concrete range is created by removing the surface fines from the concrete. This results in the internal aggregates being exposed, creating a speckled look that highlights the natural elements of the stone. It is suitable for applications including driveways, pools and outdoor entertaining areas.

boralstone®

Our boralstone® range of products is compatible with a variety of concrete polishing systems for both internal and external applications. Suitable for use in floors and walls, once polished the concrete can take on smooth tactile properties, with the colours of the aggregate combination shining through.

colori®

Concrete doesn't have to be grey. Our colori® range of concretes is named after the Italian word for colour and is produced using rich oxides which permeate the full mix for long-lasting effects. Colours include burnt orange, mint green and jet black. Textures can be added to the concrete to increase the impact and effect.

SUSTAINABLE ASPHALT

Giving new life to old asphalt

Society's production of waste is increasing – and so is our need for high-quality construction materials. At Boral, we're addressing both challenges at once through an innovative asphalting system known as INNOVO™.

INNOVO™

Part of our efforts to engage in the circular economy, the INNOVO™ approach involves replacing some of the raw material needed for asphalt production with waste that might otherwise end up in landfill. The result is an asphalt that is more sustainable but which has similar properties to regular asphalt, making it suitable for use in roads and pavement surfacing. Some of the most common waste categories that can be incorporated using the system include glass, plastic, rubber and toner from printer cartridges. The INNOVO™ approach also makes extensive use of recycled asphalt pavement (RAP), which is asphalt that has been used previously on roads and reclaimed. Asphalt produced at some of our plants includes up to 30 per cent of RAP and we are working to increase this ratio. Surfaces produced using the INNOVO™ approach can be seen in Sydney where a number of streets were paved using crumbed rubber asphalt incorporating car and truck tyres.

WarmPave

Meanwhile, our WarmPave asphalt uses warm-mix technology to reduce carbon emissions and the carbon footprint of asphalt roads. The lower temperatures required to create the mix mean less fossil fuel is required for heating, resulting in fewer emissions. The end result is a mix with similar structural characteristics to hot-mix asphalt, but with the potential for greater durability due to lower oxidation of the binder.

Testing and development for better materials

Fully understanding the properties of building materials opens the door for safer, more sustainable construction. It also creates opportunities for innovation and developing new products and techniques. We've long understood the importance of materials science and today operate Australia's largest full-service construction materials laboratory. As well as helping to develop new Boral products, the Boral Materials Technical Services (BMTS) Laboratory in Sydney offers customers special and standard testing and product development services. The laboratory traces its lineage back to the materials testing wings of Readymixed Concrete Industries and Blue Metal Industries, both of which are now part of Boral.

An extensive range of services

BMTS's key focus is on accreditation and testing. The laboratory is accredited by the National Association of Testing Authorities for both Construction Materials and Chemical testing. Some of its capabilities include construction materials compliance testing, assessing and large-scale testing of construction materials for specific applications, and consulting services around the compliance, performance and durability of construction materials. It also assists in construction material forensic investigations and related issues and provides expert technical assistance in litigation cases involving construction material compliance, performance, durability, diagnostics and related issues.

Investigative work is carried out in a wide range of specialist laboratories. The Chemistry Laboratory conducts testing and analyses of construction materials, as well as environmental monitoring of building material infrastructure. Our Aggregate Laboratory offers specialist assessment of aggregate strength, abrasion, soundness, adhesion and PAFV testing. There are dedicated laboratories for soil, concrete and asphalt.

Efficient materials production on site

Construction sites aren't always conveniently located close to concrete or asphalt manufacturing facilities. To assist customers building in regional and remote locations, we offer mobile plant services that allow for asphalt and concrete to be produced efficiently on-site. These are supported by on-site storage capabilities for cement. As well as helping customers to overcome geographical isolation, mobile plants can open the door to a range of other benefits.

Concrete plants

We have deep experience in establishing and managing mobile concrete plants across Australia. This includes delivering plants to produce high-specification concrete for remote and regional developments, such as Victoria's Golden Plains Wind Farm and the liquefied natural gas operations on Queensland's Curtis Island.

We tailor plants to customer requirements around size, capacity, back-up facilities, storage and pumping. Our integrated supply chain helps ensure the delivery of cement, ensuring security of concrete supply. We observe stringent safety standards no matter where the location.

Beyond solving isolation challenges, mobile concrete plants offer benefits including increased concrete production capacity and fewer traffic movements. They also provide a capability to help build large pieces of remote infrastructure, such as renewable energy plants.

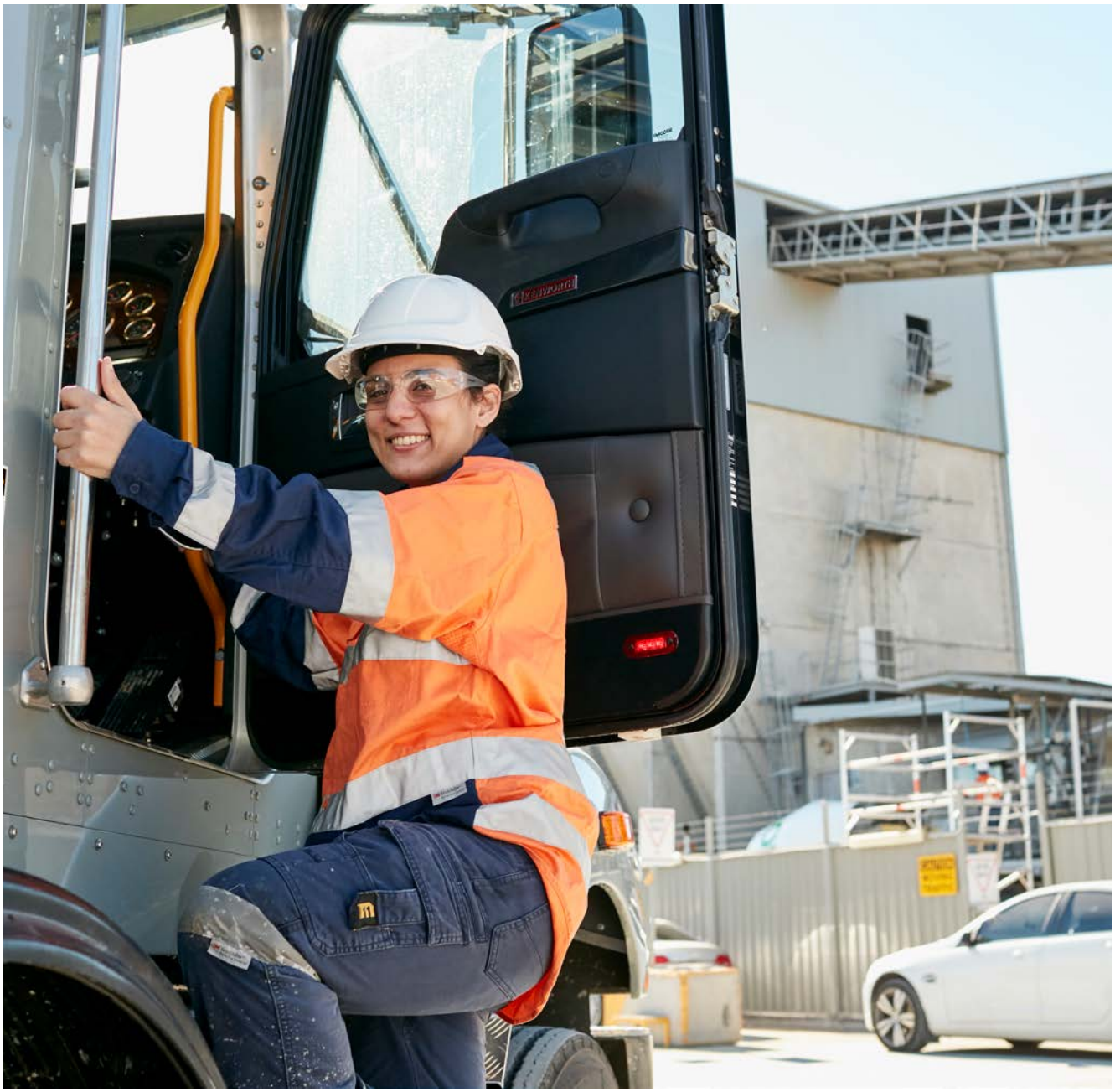
To ensure material availability, we can also supply mobile cement storage silos, with capacity ranging from 120 to 220 tonnes. Our units can be equipped with load-cell technology that allows you to assess stock on hand at any point in time with a high degree of accuracy.

Asphalt plants

We have substantial experience with the mobile crushing of quarry materials to meet remote area requirements or to deliver additional capacity.

Our asphalt division can provide a mobile fleet that has a capacity ranging from 150 tonnes an hour to 300 tonnes an hour, bitumen storage, and hydrated lime silos. The plant can be supported by a mobile technical laboratory.

Control of your concrete order in the palm of your hand



Being able to track the progress of your concrete delivery opens the way for better site efficiency. That's why we developed the Boral Connects app. It allows you to view the exact status of all loads scheduled for your site, plus a range of other variables, all from a computer, tablet or smart phone.

With Boral Connects, you can easily:

Track deliveries

Place and modify orders at your convenience, or request a plus-load for your pour. Confirm or cancel your orders without needing to call.

Manage concrete orders

View past, current and future orders by job site and status to help you organise your day and week. Apply 'project' and 'date' filters to view specific orders. Super Users can invite others in their company to access the portal.

Receive in-app and SMS notifications

Set up your notifications in-app or via SMS by project. Receive notifications when your first truck, last truck or plus-load is in transit. You can also be notified when you've placed and modified an order online.

Carefully planning for optimised materials supply

Deadlines are critical in construction. Builders need the right materials to arrive on site at the right time in order to meet their obligations and to keep projects moving. Our Sales and Operational Planning offering helps customers to achieve this by optimising our supply chain to meet the needs of their different businesses and projects. We provide cross-functional planning and resource analysis to meet demand for all products including concrete, quarries, asphalt and logistics.

A lens on the future

Our sales and operational teams include focused demand-and-supply planners who take the lead in integrating customers' demand and supply profile into Boral's supply chain. This approach provides Boral's senior management with a lens on future supply challenges and opportunities and also helps to reduce potential impacts on customers. By identifying potential supply problems months in advance, we can very often take preventative action, heading off shortages and delays before they occur. Even if action cannot be taken to fully avoid an issue, keeping customers in the loop allows them to better manage and work around the challenges. Cooperating with us through our Sales and Operational Planning offering provides customers with materials security and the ability to create more efficient sites.

A thriving Boral today and tomorrow

A sustainable approach ensures that our business and ability to supply customers are viable not only today but long into the future. Innovation in the form of better products and systems, and processes that are more efficient and have less impact on the enironment, can help us achieve these aims.

Sustainability goals

We recognise that our commitment and progress in managing sustainability outcomes is vital to our business and meeting the expectations of our customers. We are striving to develop superior sustainable products, provide third-party-verified environmental impact disclosures for our products, and to support customers in implementing circular solutions. We are seeking to support our customers in meeting their decarbonisation objectives and sustainability reporting requirements, and to be a socially responsible member of the communities in which we operate.

Boral Innovation

Boral Innovation is our in-house centre of excellence responsible for developing advanced cement and concrete solutions. Our work is guided and informed by discussions with customers about their present and future product needs. Current work is underway in areas including improving lower-carbon concretes, developing advanced cementitious materials, optimising decarbonisation technologies, and developing computer models and design tools with industry applications. Boral Innovation also has a strong relationship with leading universities across Australia. It leverages this to align our product development program with the most recent developments globally.


BORAL
Building something great
BORAL Chlorine Bypass

ENVIRONMENT

Towards net zero by 2050

Reducing our impacts on our environment is both good for the planet and good business. That's why a strong focus on Environment is one of the five key pillars within our PEMAF (People Environment Markets Assets and Finance) framework, designed to provide Boral with a sustainable framework for growth over the coming years. The framework recognises that it is possible for us to build something great in Australia today, while also ensuring a high standard of life for future generations.

Within this framework, we are undertaking a range of initiatives to address challenges related to: achieving net zero operation; participating in and developing products for the circular economy; embracing environmental stewardship; working towards climate resilience; and developing lower-carbon cement and lower-carbon concrete.

Different approaches to decarbonisation

Our ambition is to achieve net zero by 2050, at which time our greenhouse gas emissions should be no more than the total amount we remove from the planet's atmosphere. To help attain this ambitious goal, we have identified a diverse range of decarbonisation levers that can help us to reduce carbon emissions from our operations. These levers include reducing energy-related emissions by using alternative kiln fuels; reducing our use of cement through measures such as lower-carbon concrete; and reducing transport emissions by optimising supply chains and using alternative fuels. Additionally, we are seeking low-carbon supply chains to reduce sourcing-related emissions, and exploring mineralised carbon products and carbon capture and storage solutions.

Examples of these levers being applied in reality can be seen in our manufacture of both concrete and cement.

Within cement manufacture, we have identified transitioning kiln fuel away from coal and improving plant efficiency to reduce thermal emissions. We recently commissioned a state-of-the-art chlorine bypass project at our largest cement facility in Berrima, New South Wales. The solid-waste-derived fuel facility has enabled us to increase alternative fuel usage.

Also within cement, a key lever is reducing cementitious intensity through the development and manufacture of lower-carbon concrete. Shifting conventional concrete mixes to our ENVISIA®, Envirocrete® Plus, and Envirocrete® range of products will reduce our use of cement in the production of concrete.

The importance of recarbonation

We also believe that as the science around recarbonation gains broader recognition, it may contribute to our net zero efforts. As recognised in the Sixth Assessment Report of the United Nations' Intergovernmental Panel on Climate Change (IPCC), the carbon emissions from concrete and cement manufacturing are partially absorbed by concrete during the life cycle of concrete buildings and infrastructure. Studies estimate that the CO2 uptake through recarbonation of concrete could range from 20 to 55 per cent of process CO2 emissions during cement manufacturing.

Scan the QR code to learn more.

Seeing the land as more than a resource

Caring for the land involves more than reducing emissions and recycling. We take extremely seriously our responsibilities to act as environmental stewards for both the land on which our operations take place and surrounding areas and resources. To this end, we are investing in improving our water efficiency, reducing the waste generated in our operations, and strengthening our biodiversity management.

Across our operations, we work to ensure we achieve – and preferably exceed – compliance with environmental legislation and regulations relevant to our operations.

Focus on water, air and diversity

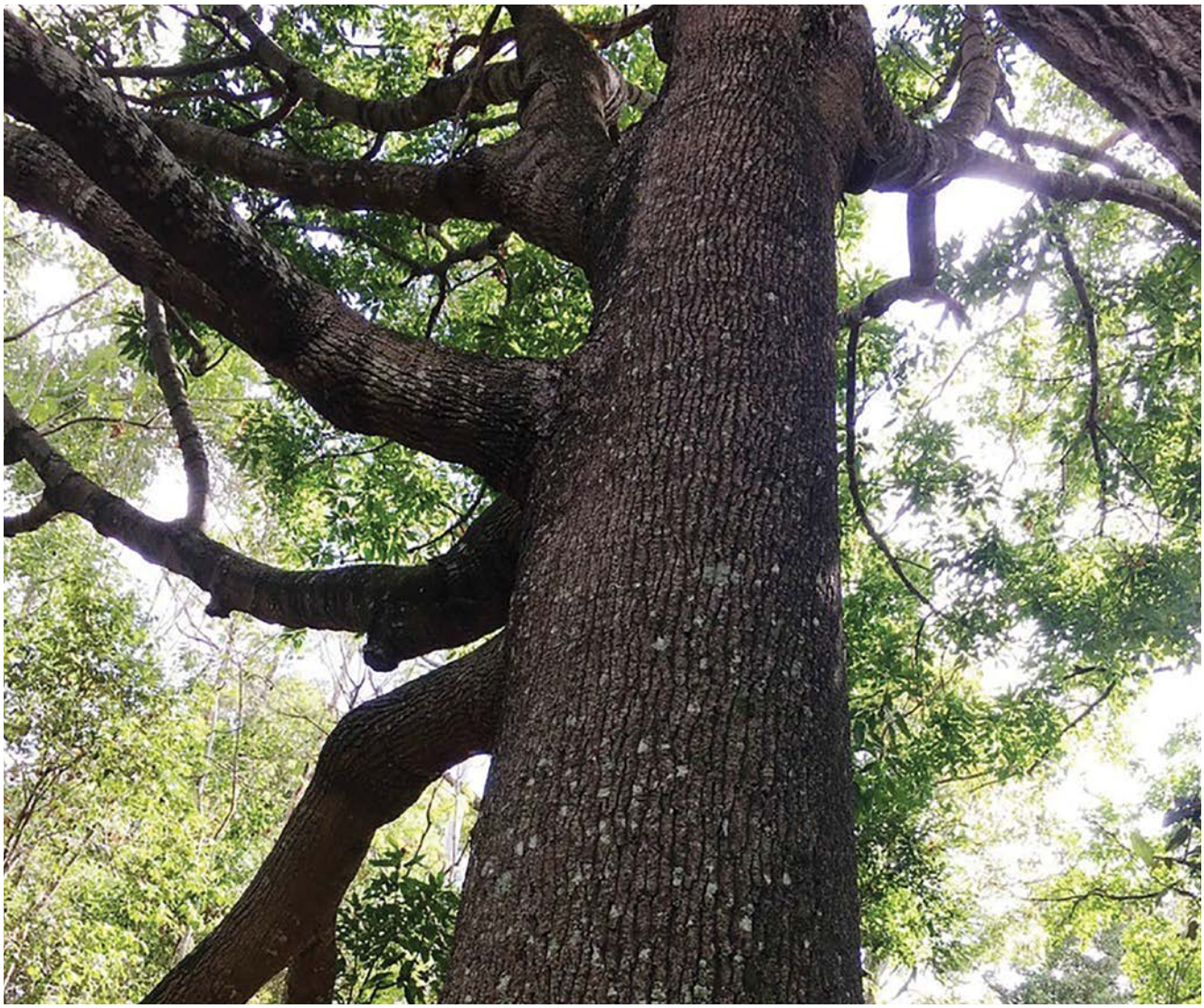
Water is important to our production processes, and we use recycled water across many of our businesses, including Concrete, Quarries, Recycling and Asphalt. Some sites use 100 per cent recycled water for their production processes. Wash water and first-flush stormwater at our concrete plants are regularly recycled back into the production process. We continue to invest in increasing our use of recycled water and in expanding programs to meter and measure our water use. We do not currently meter non-potable water.

We also have rigorous systems and processes in place to minimise air emissions across our operations. Where relevant, our operations have either continuous or scheduled air quality monitoring programs.

Avoiding adverse impacts on the diversity of plant and animal species at and around our operational sites is also a key concern. We have management actions in place for all sites identified as having a potential impact to protected biodiversity values. We also have robust processes to check sites before any ground disturbance, whether or not potential impacts have been identified. And we are continuing to manage biodiversity offset sites, such as those at Coolumburra, NSW as well as Narangba and Ormeau in Queensland.

EARTH EXCHANGE

Where spoil-disposal meets land transformation



Major infrastructure and construction projects often generate excess spoil that can't be reused on-site. Our Earth Exchange program provides an avenue for such waste to be used productively in filling the voids created by our quarrying activities. This diverts such material from land fill, assists in our site rehabilitation, and helps customers to achieve their environmental goals and contribute to the circular economy.

Strategic spoil management solutions

We have an extensive network of land assets and quarries suitable for spoil disposal across Australia. Our Earth Exchange team helps customers by identifying spoil disposal opportunities close to their projects. This proximity enables cost-efficient and reliable removal while simplifying logistics. We also ensure full compliance with environmental and planning legislation, regulations and standards, and codes of practice, and we proactively identify and mitigate environmental risks.

Types of materials accepted

Excavated materials are subjected to stringent testing procedures. Materials that are designated as clean are used to rehabilitate sites that have potential for beneficial re-use as parkland, housing developments and industrial precincts.

At some sites, potential acid sulphate soils (PASS) which contain iron sulphide minerals may also be accepted. Because these soils can react with oxygen in the air to form sulfuric acid it is essential to carefully manage activities that could disturb these soils, to avoid potential adverse environmental impacts.

Clearly defined rules to build the best-possible Boral

Boral can't achieve its purpose of building something great if our people don't behave ethically and within the law. Our Code of Ethics aims to ensure that we always do the right thing by clearly spelling out the standard of behaviour expected of staff members. It applies to all of us, regardless of where we work, and requires that we behave ethically in dealing with fellow employees, customers, suppliers, contractors, stakeholders and competitors, no matter where they are located. We are also committed to working with third parties, including customers, subcontractors, distributors, suppliers, consultants and joint venture partners, whose business ethics and behaviour are consistent with our own Code of Conduct.

A commitment to honest dealing

Some of the key messages of our Code of Conduct are that our dealings must always be conducted honestly. We do not ever offer, pay, solicit or accept bribes. Bribes and excessive entertainment are illegal, no matter what the local custom may be. Likewise, facilitation payments are to be considered the same as bribes. We do not pay them.

Boral people don't ask agents or other intermediaries to do something which is not consistent with the Code. We also want a working environment where all employees feel respected. Health and safety are critical to us all, and we respect and support the communities in which we operate.

Boral has clear channels for reporting unethical behaviour, including advising managers, speaking to our Whistle Blower Officers or contacting our externally administered Stopline online portal.

Got something to report? Scan the QR code to visit the Stopline portal.

An integrated approach for delivery just about anywhere

Close integration with transport providers and across our own supply chain means we are able to deliver materials safely, both when and where we promise.

By road

On a typical day more than 3,000 heavy vehicles are travelling on Australian roads, efficiently delivering construction materials for Boral. Our integrated logistics team uses a combination of GPS, mobile connections, power take-off switches, and in-vehicle mobile data terminals to keep track of where each and every load is at any given time. Dedicated project managers act as the single point of contact for customers, ensuring clear and consistent lines of communication for each project.

With so many vehicles on the road, safety is paramount, and we are committed to ensuring the safe delivery of materials and eliminating or minimising risks to the safety of our drivers and the community.

To better enable our compliance with the Australian Heavy Vehicle National Law (HVNL) and Chain of Responsibility legislation, we have risk management plans and systems in place to provide a framework for the safety of our transport activities. These allow us to manage logistics in line with project safety requirements. We identify risk across eight critical categories: speed, fatigue, mass, dimension, loading/load restraint, vehicle standards, contractor management, and driver on-road behaviour.

We actively enforce training and induction. All drivers must be licensed for the class of vehicle they operate. They are trained and assessed as competent under our driver assessment processes as part of our driver induction process. All dedicated contractors working for Boral must have systems in their vehicles that can digitally capture fatigue and speed. We use telematics for various communication and productivity purposes and to monitor compliance with the HVNL, road rules and Boral policy.

By rail

Transport by rail enables us to transport large quantities of materials rapidly and efficiently. We have broad experience in working in live-rail environments and we transport cement and quarry products throughout the eastern states on a daily basis. Our rail operations reduce transportation of materials into cities by road and help reduce traffic congestion.

In New South Wales alone we transport some five million tonnes of quarry material each year. Rail is also a key component of our end-to-end distribution of cement and lime from our manufacturing sites in NSW's Southern Highlands. Cement is transported from Berrima to our depots in Wauchope, Coffs Harbour, Kooragang (Newcastle), Clyde (Sydney) and Dubbo in New South Wales. Hydrated lime is transported from our lime kiln at Marulan to Queensland.

A power for positive change

As a large company, the purchasing decisions we make can have far-reaching social, economic and environmental impacts. We have made the conscious decision to harness this economic power and where possible to use our supply chain to create positive change within society. To achieve this, we have created a sustainable procurement policy based around the best practices outlined in the International Standard for Sustainable Procurement Guidance (ISO 20400). Our four key focus areas are:

- Community. Giving back to and working with our communities.
- Diversity. Embracing diversity and inclusion for our people and our suppliers.
- Environment. Having an awareness of the effects procurement activity has on the environment.
- Ethics. Practising sound ethics across our supply chain.

A diverse supply chain

We work actively to consider procurement from suppliers such as:

- Indigenous and social enterprises
- Businesses demonstrating inclusive employment
- Businesses using a higher concentration of recycled materials
- Businesses who have a reduced impact on the environment
- Local businesses proactively demonstrating inclusive employment.

To achieve our goals, we partner with organisations including Supply Nation, which connects verified indigenous businesses and corporate businesses, and Social Traders, which acts as a broker between social enterprises and businesses.

Social Procurement

We believe we have a responsibility to employ new trainees and apprentices, to commit to gender equality and inclusivity, and to look for opportunities to increase First Nations employment and spend with Aboriginal and Torres Strait Islander businesses. We are guided by our diversity and inclusion strategy 'Belong', which has a specific focus on gender equity, reconciliation and inclusion. Our hiring practices, policies and processes are aimed at equitable access to opportunities and encouraging greater participation of women and Aboriginal and Torres Strait Islander people in our workforce.

COMMUNITY

Helping to build stronger communities

Our commercial operations are only made possible by the support of the communities in which we operate. We believe in reciprocating this support by taking a socially responsible approach to all of our activities. This includes ensuring effective stakeholder engagement and communication between our operations and stakeholders, and by helping to build strong local communities and thriving regional economies.

Tangible initiatives in communities

Through our community investment and partnership framework, we have contributed to several important community-led organisations and initiatives. These include providing equipment for Bungonia Rural Fire Service and restoring and providing ongoing upkeep of the Berrima Remembrance Grove project. We have additionally made donations of koala fodder to Australia Zoo, we sponsor Seaham junior netball club, and we have assisted with Townsville NAIDOC week celebrations.

On a national level, we are proud of our support and involvement as a corporate partner to not-for-profit Road Safety Education Limited's RYDA driver education program. More than 735,000 young people in Australia and New Zealand have participated in the RYDA program and workshops which aim to increase road and heavy vehicle awareness and safety for young people. Through our community funding program, we aim to support council, shire and community events; Indigenous initiatives; and local community events and groups.

Culturally significant sites

We are committed to protecting places and items of cultural significance to local Indigenous groups across our Australian operations. We work alongside Indigenous peoples to protect cultural heritage, including across our sites subject to Cultural Heritage Management Plans. Some of this work includes engaging local First Nations groups to undertake cultural heritage surveys, inspect excavation works and identify artefacts.

Building something great

For further information on Boral products, go to:

www.boral.com.au