



**PEPPERTREE QUARRY &  
MARULAN SOUTH LIMESTONE  
2015-17**



# PEPPERTREE QUARRY & MARULAN SOUTH LIMESTONE COMMUNITY PLAN 2015-17

## Introduction

Boral is the leading producer and supplier of materials for the building and construction industries of Australia. The Boral Group, managed from headquarters in Sydney, consists of operations in every Australian state and territory, and in south-east Asia and North America.

One of Boral's stated objectives is to take *a socially responsible approach to all (our) activities*. This means ensuring operations do not unnecessarily influence surrounding stakeholders, and implementing a partnership approach to seek mutually beneficial outcomes.

Community standards are ever-evolving. Boral therefore recognises the importance of effective stakeholder engagement and communication between each of its operations and the stakeholders associated with them.

Boral additionally recognises some operations are of high significance to surrounding communities, either by virtue of historical attachment, physical presence and/or economic input. In such cases, Boral seeks to generate value for the community through its presence.

Boral uses a risk-based approach in determining its community activities, taking into account a range of social, geographical, environmental and legislative considerations. A profile is constructed for each site which then forms the basis of a Community Plan tailored to the site's context.

Regular reviews are conducted to ensure the appropriate methods are being deployed and issues are being given attention throughout implementation.

## A plan for all local operations

As part of its approach, Boral operations located within close proximity are treated as one entity. This is because the wider community generally only recognises a single Boral name and brand.

The contents of this Plan apply to both the Peppertree Quarry and Marulan South Limestone operations. Copies of the Plan are kept at both sites and are considered by respective management as part of their operations.

## Stakeholders

Stakeholders for the Marulan operations include potentially affected fenceline neighbours in Marulan, Bungonia and Tallong, elected officials, regulatory bodies including the Goulburn Mulwaree Council, industry groups, community associations, Indigenous representatives, customers, employees and media.

Ongoing contact with these stakeholders has been maintained since the original Marulan South Community Plan was developed in 2011-12. The information and feedback gained through this ongoing contact has informed the development of this Plan, as well as the selection of areas of focus and initiatives included.

## Stakeholder Engagement Activities

Boral's stakeholder engagement approach seeks to achieve the following main aims:

- Inform and educate stakeholders about the purpose and activities of each operation and how they contribute to the local area, wider region, and the community as a whole;
- To identify potential matters of concern to stakeholders, and propose ways in which those matters can be discussed and, where possible, resolved to mutual benefit;
- To create opportunities for stakeholders to freely comment on their observation and experience of each operation, and for that feedback to be used as part of continuous improvement;
- To address any compliance obligations each operation may have in regard to community information and engagement; and
- Where appropriate, to identify opportunities for value to be created for the community as a result of Boral's presence as a corporate citizen.

Each Community Plan therefore includes a range of actions which support the realising of these aims. These incorporate activities undertaken as part of the day-to-day business of the sites, as well as obligations listed in development consents and approvals for the operations.

The Plans may also identify activities initiating the need for wider consultation beyond the day-to-day, as well as highlighting stakeholder groups with whom the sites must form and maintain relationships, and the manner and frequency of contact to be undertaken with those parties.

Where an operation is deemed to be of significance to the community in which it is located, either by historical, social, economic or other means, the Plans will also propose actions which facilitate Boral's participation in that community (dependent on resource availability).

Boral's Community Support Policy and Standard Operating Procedure outlines the company's overall corporate approach to this type of community contribution.

While Boral acknowledges it may receive requests for assistance through its sites from time to time, any such requests will usually be referred to Boral's corporate office for addressing as part of the corporate approach.

The following table outlines Boral's current areas of focus for participating in the Marulan, Bungonia and Tallong communities. Each area is illustrated with **examples only** of activities which Boral will seek to support through the Plan.

Item	Purpose (Example only)
Fenceline neighbours – Christmas contact	End-of-year seasons greetings from Boral to immediate neighbours
Goulburn Mulwaree Council – Community events and initiatives	Involvement with non-political Council activities involving local business community. Example items for support include: <ul style="list-style-type: none"> <li>• Business networking events and publications</li> <li>• Promotion of Marulan/Goulburn region to external markets</li> <li>• Mayoral charity and business functions and activities – annual Charity Golf Day / annual Community Bike Week Ride</li> <li>• Working Group involvement – Pathway to Extractive Industries</li> </ul>
Aboriginal Management Committee / Indigenous community initiatives	Commitment toward respecting and representing Indigenous significance of operational sites. Example items for support include: <ul style="list-style-type: none"> <li>• Indigenous representative involvement in corporate/education events</li> <li>• Representation of site cultural significance through art, signage, literature etc</li> <li>• Regional initiatives educating general public about Indigenous heritage of area</li> </ul>

Item	Purpose (Example only)
Development of joint project with Indigenous stakeholders and local historical societies	<p>Connection of Indigenous and local stakeholders, demonstrates commitment to community and its heritage.</p> <p>Example items for support include:</p> <ul style="list-style-type: none"> <li>• Education day for local school students</li> <li>• Heritage based event held during NAIDOC or Reconciliation Weeks</li> <li>• Documentation of traditional stories/language from region.</li> </ul>
Conservation of local heritage, including extractive industry heritage.	<p>Support for community-driven efforts to represent, record, conserve and share regional heritage, including significant history of limestone operations.</p> <p>Example items for support include:</p> <ul style="list-style-type: none"> <li>• Active participation in the HASP (Heritage and Sustainable Parklands project – Regional Heritage Trail)</li> <li>• Assistance in the development of tourism based walks and talks</li> <li>• In-kind assistance associated with heritage preservation or celebrations – Tallong Memorial Park restoration / Marulan Archive Centre</li> </ul>
Sponsorship of Tallong Apple Day Festival and Marulan Kite Festival	Major community events which draw external visitation, opportunity to showcase Boral and be seen as a local contributor
Identification of annual project with local business organisation (eg Marulan Chamber of Commerce)	<p>Opportunities to support community-driven initiatives in tourism, leverage Boral's 'industrial tourism' capacity to raise profile.</p> <p>Example items for support include:</p> <ul style="list-style-type: none"> <li>• Active participation in the HASP (Heritage and Sustainable Parklands project – Regional Heritage Trail)</li> <li>• Town improvements which can showcase Boral products</li> </ul>
Outward Bound partnership	Assist in the development of leadership skills of Year 9 students from local high schools, with the opportunity to participate in a Boral Youth Leadership program partnered with Outward Bound
Conservation Volunteers Australia	Assist with rehabilitation and management of nominated areas with CVA volunteers as part of the Boral Corporate program.

## Communication

To keep stakeholders informed about activity at the sites, and to provide general information in an accessible manner, Boral will implement a number of communication initiatives to suit the needs of a variety of community members. These include:

- Continuing the current **Community Consultative Committee** as required by the Peppertree Project Approval;
- Maintaining the established **website** for the Marulan South Operations ([www.boral.com.au/marulan](http://www.boral.com.au/marulan));
- Issuing a regular **community newsletter** to the wider Marulan, Bungonia and Tallong communities;
- Developing a suite of information sheets/brochures on a range of topics related to the operations and making them accessible on-line, at the site and via appropriate outlets in Marulan and Tallong;
- Organising **information stalls and static displays** in line with appropriate community events and celebrations;
- Accepting opportunities to give presentations to community groups;
- Developing a 'welcome' procedure for any new residents arriving within the wider 'footprint' of the operations; and
- Installation of detailed signage at public points around the operations which include key contact details (including for 'after hours'), operational and administrative hours, emergency contacts and other relevant information.

## Contact with stakeholders

Boral recognises that each individual stakeholder group prefers to receive information via different communication channels. In implementing this Plan, Boral will seek to meet these needs based upon the knowledge it has gathered about its stakeholders.

Preference will be for face-to-face contact, especially when considering fenceline neighbours and groups within the immediate Marulan and Tallong communities. Where this is not practical, telephone contact will form the secondary option.

Regular meetings will also be arranged with stakeholders such as Council, State and Federal Members, Government Departments and so on to ensure each are kept up-to-date with the latest progress at the operations, and to identify potential issues.

At all times when stakeholders interact with Boral's Marulan operations, it is Boral's intent that:

- they will be treated with due courtesy and respect;
- if they have raised a concern, they will receive a prompt response (or regular updates if the matter or resolution is more complex);
- the operations will provide timely advice on any matters which may affect external stakeholders;
- general information about the operations will be available and accessible (on-line, printed and other materials);
- all employees will be made aware of the stakeholder engagement arrangements for the operations, including procedures and practices designed to remove/reduce the influence of the operations on neighbours and the wider community; and
- general adherence to Boral's corporate values and purpose.

## Evaluation

This Plan, which follows the successful original 2012-14 Plan, has been developed for implementation during 2015-17. The content has been based upon the success of the previous Plan and the involvement of Boral in the community during its implementation.

During the development of this new Plan, key stakeholders provided feedback that the initiatives as had been established were working well and should continue to follow the same focus.

The Plan includes a reporting and adjustment process to ensure progress is being made and to address any issues arising. Contact with key stakeholders will continue to be made to analyse whether the chosen initiatives have been noticed within the community and are proving effective.

Once each review is complete, the results will be reported back to the respective site management teams for consideration and comment.

Preparations for the subsequent Plan will commence in the latter half of 2017. It will involve a new assessment of the site's performance and economic context before development of further actions.

Stakeholder input and feedback will again be sought to ensure the updated Plan continues to account for community views.

Ultimately, the successful implementation of this Plan will be measured against a set of key criteria aligned to Boral's corporate values and purpose. Specifically:

- Has the implementation of the Plan demonstrated **excellence** (the highest standards of performance)?
- Has the Plan helped to address stakeholder issues of concern effectively as they have arisen (**integrity**)?
- Has the Plan led to the development of social and economic partnerships between the operations and host community (**collaboration**)?
- Has the implementation of the Plan better positioned or moved Boral's reputation and local standing during its course (**endurance**)?
- Has the Plan helped to deliver a **socially responsible approach** from the operations?

Measures of success will include formal and anecdotal positive feedback from stakeholders, positive recognition of the Boral brand as a contributor within the wider community, minimal complaints related to availability of information about the operations, and favourable media coverage.

# Appendix I

## Boral Community Support Policy & Standard Operating Procedure

**Functional Area:** Communications & Investor Relations  
**Procedure Name:** Community Support  
**Effective date:** 10 April 2012  
**SOP:** GRP-CIR-002  
**Revision No:** 003  
**Applicable Regions:** Global

### Community Support

#### 1 Policy Statement

It is Boral's policy to provide support to selected organisations in the communities in which it operates, through appropriate donation and sponsorship programs.

Boral's community support programs are intended to make a meaningful contribution to the social and economic well-being of communities where the Company operates and also to provide value to Boral operations through support of business objectives, improvements in community relations and corporate image, and enhanced bottom line results.

All partnership commitments – in cash or value in kind - must fall within the Limits of Authority and should take into consideration Boral's Community Partnership Model and accompanying guidelines.

#### 2 Boral's Community Partnership Model

To enable the best selection of partnerships, Boral has a strategic community partnership model supported by key selection criteria that help determine the most effective partnerships for the Company. The core platform of Boral's partnership program is to make a valued and sustainable contribution to the communities in which we operate through Our Products; Our People and Our Places.

##### *2.1 Boral Partnership Framework*

##### **This means:**

##### **2.1.1 Our Products**

When it comes to Our Products, we look for supply opportunities to assist in building better amenities or to showcase what we manufacture. This can happen in several ways including Charity Home projects where new homes are constructed and sold to raise money for key charities; the supply of Boral materials into rebuilding programs after natural disasters; or the supply of materials or services to community partners for development projects or new amenities.

##### **2.1.2 Our People**

When it comes to Our People, we look for ways Boral staff can get involved. Involvement can include using our expertise to assist our community partners, volunteering to undertake community work or raising funds for a chosen cause. Employee involvement and participation also incorporates encouraging a better work-life balance for our people and involving them in cultural events and activities in the community. Where possible we also like to involve other stakeholders such as family members and our customers.

### **2.1.3. Our Places**

When it comes to Our Places, we seek to ensure our programs match up to our national and international operating regions. This model provides a starting point in the partnership planning process, and we would expect all our partners to meet at least two elements within the model. In addition, there are detailed criteria that we use to further determine partnership suitability, which are available for employees on Boral's intranet and to interested community groups on Boral's website.

### *2.2 Guidelines*

In implementing the community support policy, the following guidelines should be used:

1. Donations and sponsorship programs must support Boral's Business objectives and thereby obtain significant recognition and return for Boral.
2. Programs selected may include education, medical and health, welfare, environmental, safety and cultural activities. Boral does not generally support individuals, religious activities or sporting events or organisations.
3. The level of community support in a locality should reflect the scale and importance of Boral's operations in that locality. Consideration should always be given to disaster appeals in areas where Boral has operations.
4. Community organisations supported by Boral must be able to demonstrate management capability, administrative efficiency and financial responsibility.
5. As with other company projects, donations and sponsorship programs should have specific business objectives, planned activities, budgets and schedules. Programs may run for several years to maximise Boral's recognition and return but every program must include a termination date.
6. Any support for community activities and organisations must be provided in an open and transparent manner.
7. The Company will consider more favourably organisations in which Boral employees are involved in fundraising or in the activities or management of the organisation.
8. A Community program may need to be accompanied by appropriate public relations activities (such as advertising, hospitality, media releases, etc.) to ensure that Boral obtains adequate recognition and return. The likely cost of such activities should be included in any program proposal.
9. Preference should be given where possible to support in kind, where Boral products can be used and highlighted.
10. Programs that relate specifically to promotion of Boral products (such as industry awards functions or conference exhibitions) will be treated as advertising and should be funded from corporate or divisional advertising budgets.
11. The Company will take advantage of tax deductibility for community contributions wherever possible.

### *2.3 Approval Procedure*

The Communications & Investor Relations department is responsible for coordinating community support programs within Boral to ensure that such programs meet Boral's guidelines, avoid duplication of funding, maximise the Company's recognition and achieve tax deductibility, if relevant.

Proposals for donations or sponsorships must be discussed with Communications & Investor Relations department on 02 9220 6433. Approvals of community programs must be consistent with the Company's Limits of Authority.

## Appendix II About the operations

### **Boral Marulan South Limestone Operations**

The origins of Marulan South Limestone date back to the 1870s when the first mining took place. Located around 10km south-east of Marulan, Marulan South Limestone employs around 100 people, the majority of whom live in the local Goulburn Mulwaree Council area.

Operations have been continuous over the past century with a variety of owners, notably Portland Southern Cement (later Blue Circle Southern Cement). Boral purchased 'Blue Circle' in 1987, by which the site continued to be known until 2010 when it converted to the 'parent' Boral identity.

The site produces around three million tonnes of limestone yearly for use in cement making, manufacturing processes and agriculture. Extraction takes place via drill and blast in two open-cut pits reaching into the limestone deposit, while there is also an on-site kiln producing quicklime.

Much of the limestone mined is delivered to the Boral Berrima Cement Works where it becomes a key component in the cement manufacture process. Material is transported using a rail spur to the Main Southern Railway, and via Marulan South Road to the Hume Highway.

The operations are bordered by the Morton and Bungonia National Parks, including the Bungonia Gorge which attracts many visitors from around the world.

### **Boral Peppertree Quarry**

The Peppertree Quarry has been developed to replace the now depleted resources at the Emu Plains Quarry in western Sydney. This site historically supplied 60 percent of the metropolitan aggregate demand, and its finalisation left Sydney without 'local' hard rock quarry resources.

Construction commenced at Peppertree during 2011 after around a decade of investigations and planning. Operations began in January 2014.

Sited immediately north of the Marulan South Limestone site, the quarry employed more than 100 people during the construction of the facility. Around 30 staff run the site in its operational mode.

Peppertree has a 30-year approval which allows up to 3.5 million tonnes of hard rock aggregates and quarry products to be produced per year, although the resource is estimated at more than 80 years. Parts of the plant and equipment are located 'in pit', reducing the potential for noise and dust outputs while making productivity and environmental gains through reduced haulage and handling.

The materials produced at Peppertree are transported from site via rail to terminals around Sydney. The quarry property is also bordered by the Morton National Park as well as rural and pastoral lands.

### **Approvals and licences**

Details of the key approvals and licences in effect for both the Peppertree Quarry and Marulan South Limestone can be viewed on-line at [www.boral.com.au/marulan](http://www.boral.com.au/marulan).