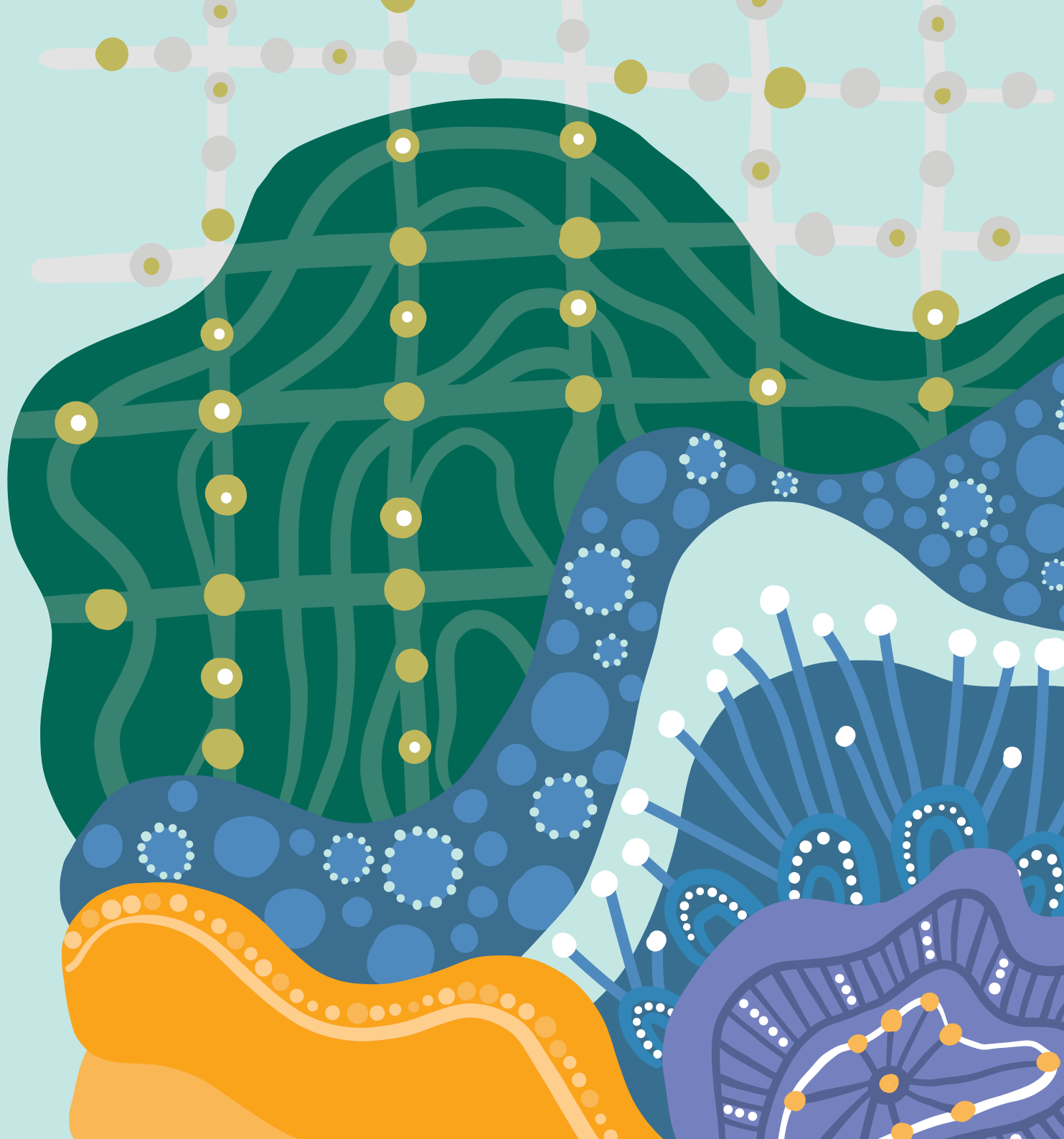


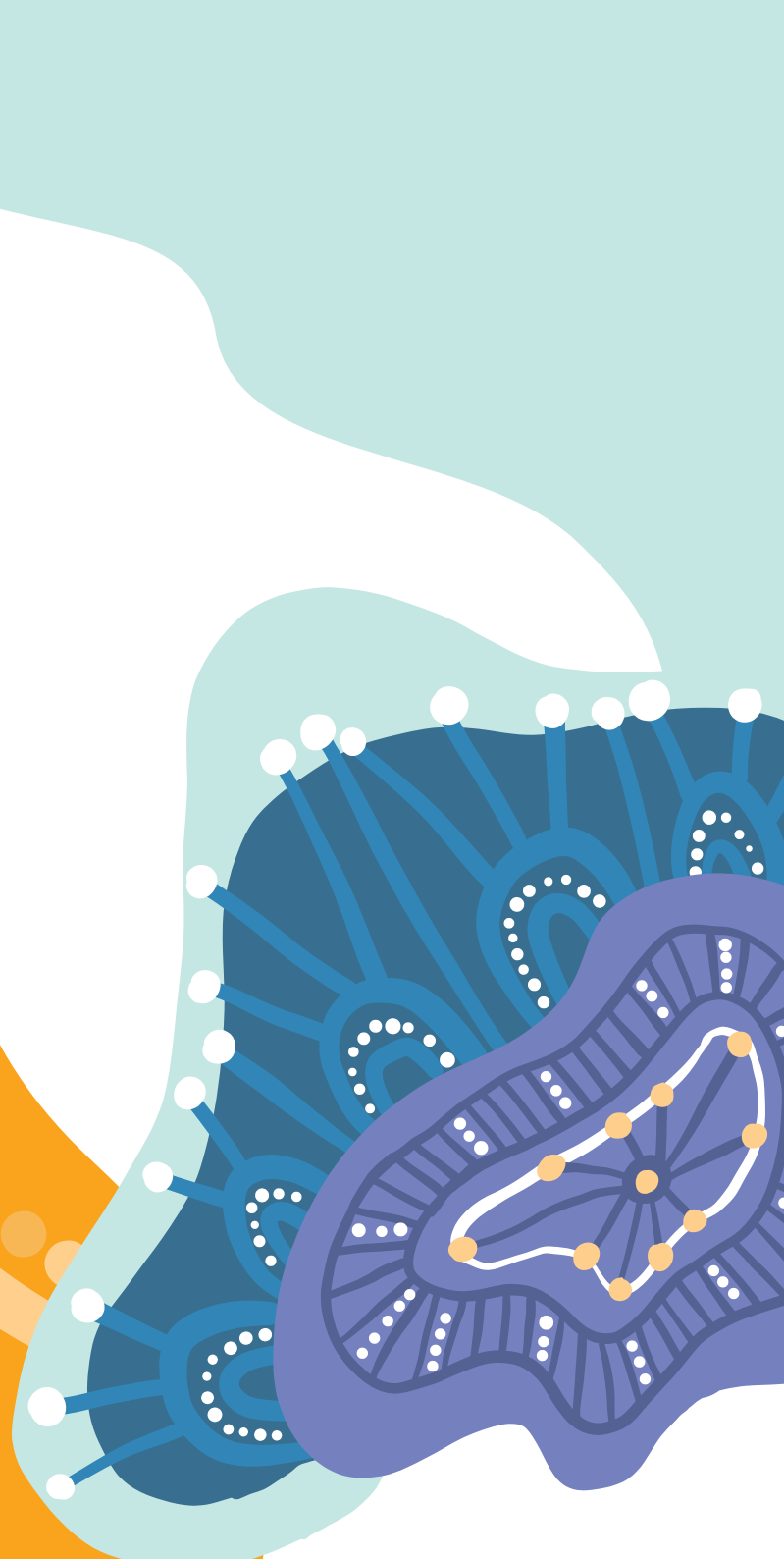
Innovate Bula Reconciliation Action Plan (RAP)

July 2024 - June 2026





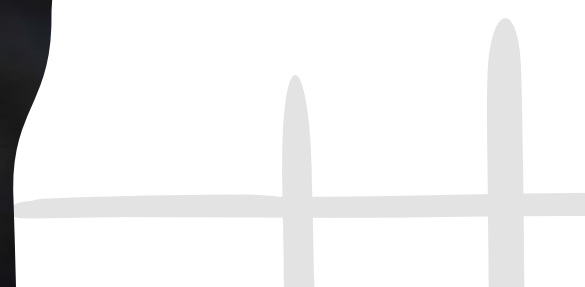
We acknowledge the Traditional Owners of the lands across Australia. We recognise and respect Aboriginal and Torres Strait Islander peoples and their unique position in Australian culture and history, and pay respect to their Elders past and present'.



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Statement from CEO of Reconciliation Australia

Second Innovate RAP

Reconciliation Australia commends Boral on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Boral continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Boral will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Boral using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders. The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Boral to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Boral will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Boral's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Boral on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Message from our artist

Structure, strength, safety

Structure in cultures, strength in relationships and safety in communities and workplaces

To build something great we must first lay a strong foundation.

We must also understand the existing corporate and cultural structures at play.

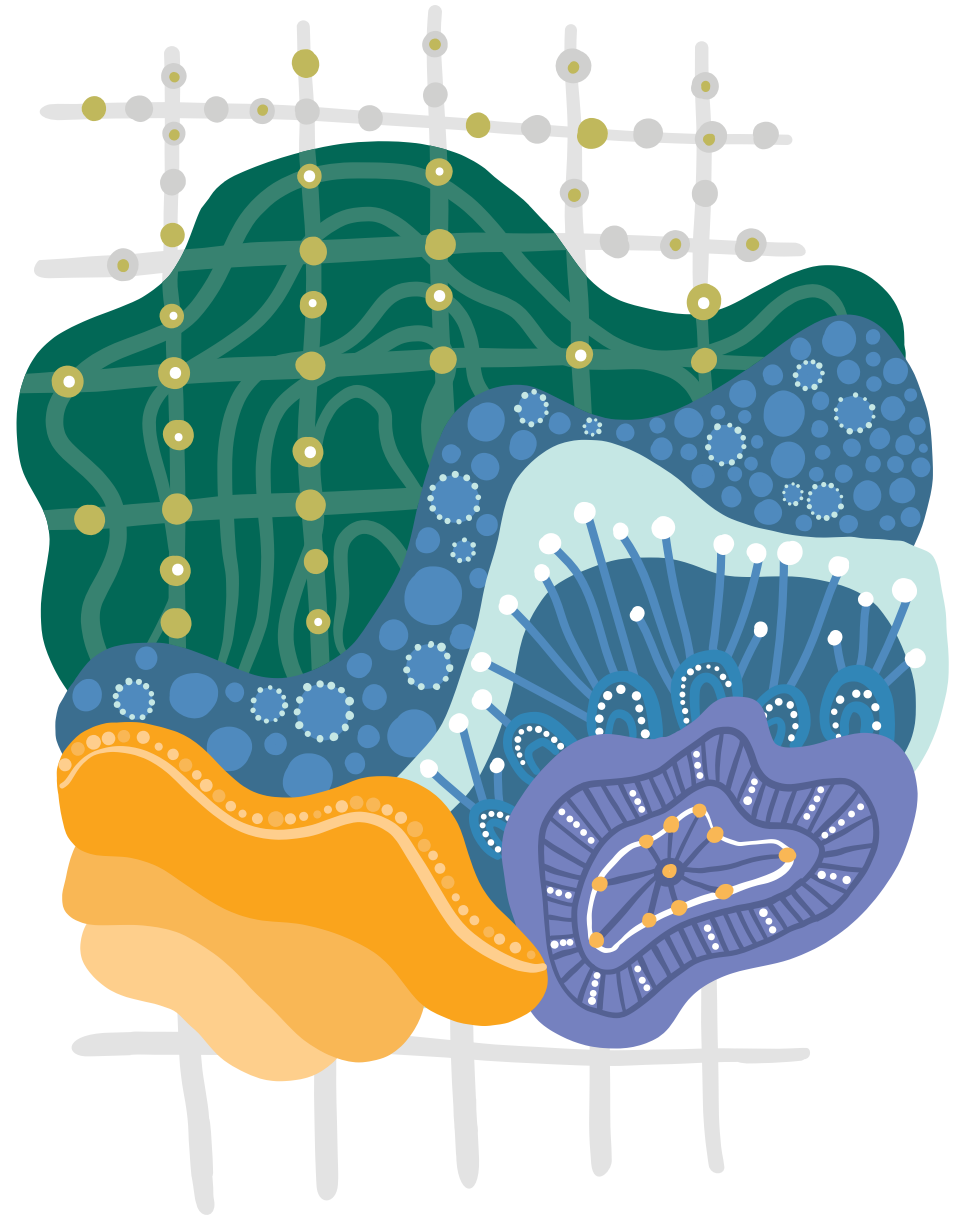
This artwork illustrates the important place that culture, respect and relationships have as the foundations within the corporate environment and in Aboriginal and Torres Strait Islander communities. By working with the strengths of Boral's existing culture, corporate structures and community relationships, Boral can embed cultural safety as a key aspect of its Zero Harm pillar.

This will support Boral's people to proactively start working with or continue to work with Countries throughout Australia, with respect and confidence, while innovating throughout their journey.

Gilimbaa artist, Rachael Sarra (Goreng Goreng)

SUPPLIERS

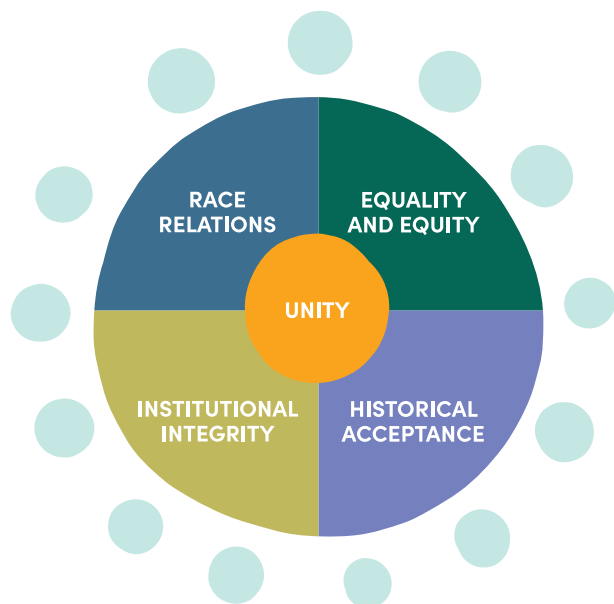
We are proud to have worked with Gilimbaa, a Supply Nation-certified Indigenous-owned business, which designed this Reconciliation Action Plan and the artwork in it.



Our reconciliation vision

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, and actively promote opportunities and respectful relationships to empower Aboriginal and Torres Strait Islander peoples and communities to achieve an equitable future.

We recognise Boral's role in contributing to the five dimensions of reconciliation, as outlined in The State of Reconciliation in Australia Report by Reconciliation Australia.



Race relations

Boral will expand on our current number of sites that are engaged with their local Aboriginal Communities by promoting and increasing the number of Aboriginal Heritage Management Committees with the ultimate aim of having all of our worksites connected to their local Aboriginal Communities. We will achieve this by educating our staff, promoting respect and understanding of Aboriginal and Torres Strait Islander cultures, and building relationships based on trust and mutual respect.

Equality and equity

Boral will determine our current Aboriginal staff numbers and set targets to improve these numbers by actively promoting employment opportunities for Aboriginal and Torres Strait Islander peoples and developing strategies to retain current Aboriginal staff. Boral will also grow the representation of Aboriginal and Torres Strait Islander businesses in our supply chain and continue to work with Aboriginal and Torres Strait Islander communities in a manner that is fair and equitable.

Institutional integrity

Boral will ensure that all of our policies and processes are free of bias and discrimination and continue actively supporting reconciliation. Boral will also encourage our Staff and those in our circle of influence to do the same. Boral will ensure that our values of Safety, Teamwork, Ambition, Accountability and Respect extend to our Aboriginal staff, as well as the Aboriginal Communities in which we operate.

Historical acceptance

Boral will ensure truth telling by continuing to provide opportunities for our people to learn more about the historical wrongs faced by Aboriginal and Torres Strait Islander peoples so that these wrongs are never repeated. Boral will continue to offer opportunities to Aboriginal Communities to ensure we can rectify some of the issues which are the result of these

Unity

Boral will promote unity by valuing the many Aboriginal and Torres Strait Islander cultures of our Aboriginal staff and working together with the Aboriginal communities in which we operate to achieve mutually beneficial and positive outcomes for Boral and the Aboriginal and Torres Strait Islander communities in which we operate.

Innovate Bula

Message from Boral's CEO

I am excited to be launching our **Boral Innovate Bula Reconciliation Action Plan (RAP)** which demonstrates our desire to transform our Reconciliation journey from Good to Great.

The Innovate 'Bula' RAP 2024 – 2026 follows our Reflect RAP which ran from 2019 to 2021 and laid the foundations for the success of our most recently completed 'Innovate' RAP which ran from 2021 to 2023. 'Bula' means the number two in many Aboriginal languages and dialects right around the country.

We decided on a second Innovate RAP before moving on to the next RAP stage. We recognised that although we achieved so many amazing things with the first Innovate RAP, it was mainly concentrated in some sections of the organisation.

We want to ensure our Reconciliation journey is embedded throughout the entire organisation in line with our Good to Great strategy, and that is our aim behind launching Innovate RAP Bula. We want and aim for all our sites to create and foster relationships with their local Aboriginal and Torres Strait Islander communities. It is the local relationships which will make the most difference and help us create strong communities.

We want to:

- increase the amount of Aboriginal and Torres Strait Islander businesses in our Procurement supply chain to supplement the already impressive Aboriginal Business Procurement spend.
- further bolster employment, training and development opportunities for prospective and current Aboriginal and Torres Strait Islander employees.



- enhance the knowledge and respect our people have of Aboriginal and Torres Strait Islander cultures and heritage.
- help our people recognise that it is a privilege to operate our businesses alongside Aboriginal and Torres Strait Islander peoples and that we do our utmost to protect, respect and gain an understanding of their rich and diverse cultural heritage.

While we can celebrate the fantastic achievements our previous RAP's have produced, it is only when they are embedded in our business, underpinned by the Boral values of Safety, Teamwork, Ambition, Accountability and Respect, that we will know we know we have moved from Good to Great.

I encourage all of our people to continue to support Boral's Reconciliation journey through the new Boral 'Innovate Bula' RAP.

Vik Bansal
CEO & Managing Director

Our business

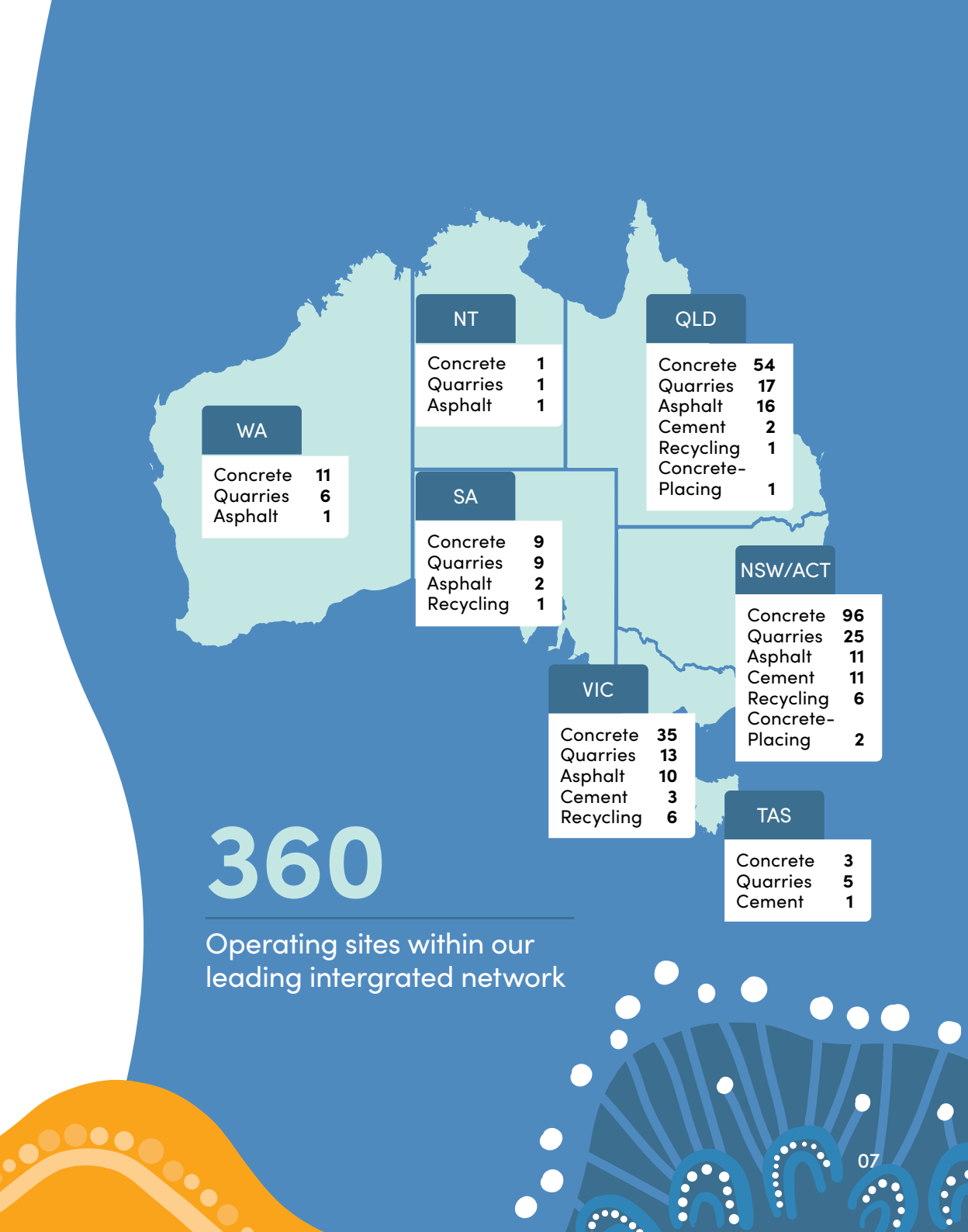
Boral is the largest vertically integrated construction materials company in Australia.

Our network includes valuable upstream and downstream prized quarry and cement infrastructure, bitumen, construction materials recycling, asphalt and concrete batching operations.

We employ approximately 7,500 employees and contractors across our operations that span more than 360 sites nationwide.

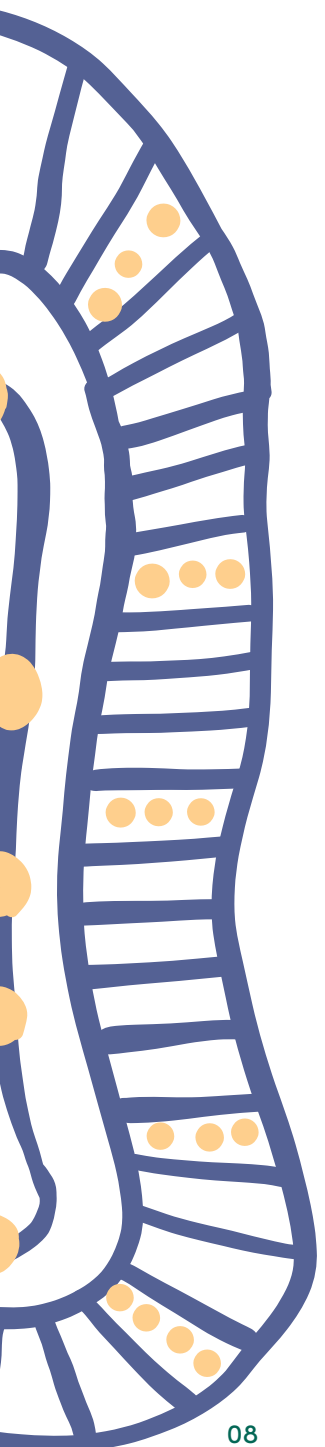
For more than 75 years we've been building something great in Australia - rarely a day goes by that you wouldn't pass one of our sites or trucks, enter a building, or use a road, bridge, tunnel, footpath or other critical infrastructure that our people and products have helped enable.

As part of our Innovate Bula RAP commitments we recognise the need to further embed elements of our Reconciliation journey throughout our business and empower our sites to foster stronger relationships with local Aboriginal and Torres Strait Islander communities, in line with our value of Respect.



360

Operating sites within our leading intergrated network



Our RAP

Boral's Innovate Bula RAP (Bula meaning two in many Aboriginal languages) builds on our commitments to adopt Reconciliation Australia's RAP program to progress our reconciliation journey and improve the prosperity, and social and cultural wellbeing of Aboriginal and Torres Strait Islander peoples and communities.

At the completion of our recent Innovate RAP the decision was made to progress to a second Innovate RAP to further embed the principles of our RAP into the entire Boral organisation. This was a decision made after consultation with many staff in Boral as well as with people in the Aboriginal Community to ensure that the entire organisation was ready before we moved into the more challenging Stretch RAP stage.

Although there were certainly pockets of excellence in the organisation, the combined effects of a vastly changed organisation regarding staffing, structure and management as well as the impacts of COVID throughout 2021/2022 impacting our ability to establish solid ongoing face to face working relationships meant that we achieved some great outcomes in some areas and very little in others. To get from Good to Great it is important the entire business comes along on our Reconciliation journey, so it was with this in mind, that the decision was made to go to an Innovate Bula RAP.

Our Reflect RAP, launched in May 2019, focused on raising cultural awareness and understanding, and broadening social and economic opportunities. It reinforced the Company's focus and momentum to advance our reconciliation efforts.

Our previous Innovate RAP, launched in November 2021, focused on ensuring our policy and processes were effective in working towards Reconciliation and ensured we started to empower Aboriginal Communities and Businesses and the start of some great relationships with Aboriginal Communities.

Our Innovate Bula RAP seeks to develop more opportunities to empower Aboriginal and Torres Strait Islander peoples and communities, through increased employment and through strong, mutually beneficial relationships at all our sites. This RAP is designed to help build understanding, and respect, for Aboriginal and Torres Strait Islander cultures and histories, and improve economic and social outcomes that build on the work of our previous two RAPs.

Our RAP Working Group

BORAL AUSTRALIA

Dharug

Sam Toppenberg
RAP Working Group Chair
EGM People and Culture

Vince Scarcella
Aboriginal Affairs Manager

Chris Hill
Head of People Services

Kate Jackson
Head of Property

Rob Hooke
Head of Talent and Capability

James Collings
GM Quarries NSW

Tim Littlehales
Senior Manager Procurement

Trish Rowlandson
Internal Communications Manager

Samantha Priest
Talent and Diversity Manager

Naarm

Liam Riordan
Planning and Development Manager

Nyoongar

Craig Excell
GM Concrete and Quarries WA

Pejar

Drusilla McAlister
Administration Coordinator

Yidimji

Kathy Lawrence
Administration Coordinator

Boral's reconciliation efforts are championed by Boral's RAP Working Group Chair and EGM People and Culture and Boral's National Aboriginal Affairs Manager. They are supported by an experienced RAP Working Group who are responsible for implementing our RAP initiatives, and for reporting annually on our actionable commitments both internally and externally.

With the assistance of Reconciliation Australia, Boral's RAP Working Group developed the deliverables set out in this Innovate Bula RAP, which align with our core business operations. The RAP Working Group comprises 13 representatives from across Boral's operations and key functional areas including Aboriginal Affairs, People and Culture, Procurement, Sales and Marketing, Communications as well as Operational staff from locations across Australia. Three of our working group members proudly identify as Aboriginal people, and we will ensure that we consult with Aboriginal Community and Aboriginal staff to ensure adequate consultation on these deliverables.

Message from Boral's RAP Working Group Chair



As we progress on our Reconciliation journey at Boral, I am delighted by the positive changes in our business brought about by the actions we undertook in our first Innovate Reconciliation Action Plan. Our Boral RAP working group has changed significantly over the last few years, however we have remained focussed on fulfilling our commitments and delivering outcomes working internally and with Aboriginal Communities on our Innovate RAP goals. These outcomes are a clear measure of success as we move from Good to Great across Boral.

We have made great progress in building deeper respect and cultural understanding of Aboriginal Communities as we handed back significant land to the Wadawurrung Aboriginal community, the first construction company to do so in Victoria. Boral also worked with the Peppertree Aboriginal Heritage Committee to conduct a reburial of artefacts at our Peppertree Quarry.

Boral raised awareness of our commitment to reconciliation across our Australian operations by hosting NAIDOC and National Reconciliation Week events and encouraging our staff to attend events in their local community. Boral has commissioned and adapted an online Cross-Cultural Awareness Training module that we aim to rollout to our organisation as part of the Innovate Bula RAP.

Importantly we also increased our spend with Aboriginal and Torres Strait Islander owned businesses to more than \$8 million per year with over 48 Supply Nation certified Aboriginal Businesses to further promote Aboriginal and Torres Strait Islander participation in our supply chain.

With all these achievements you may ask why are we revisiting a second Innovate Reconciliation Action Plan? The answer is simple, the first plan was good, but it wasn't great, and we know we can do better. Some areas of Boral really excelled in our key deliverables and aims, other areas of our business had less focus and visibility around their actions and we want to ensure that Aboriginal cultures and heritage is embedded throughout our entire business and that is the reason to move to an Innovate Bula (the word for two in many Aboriginal languages).

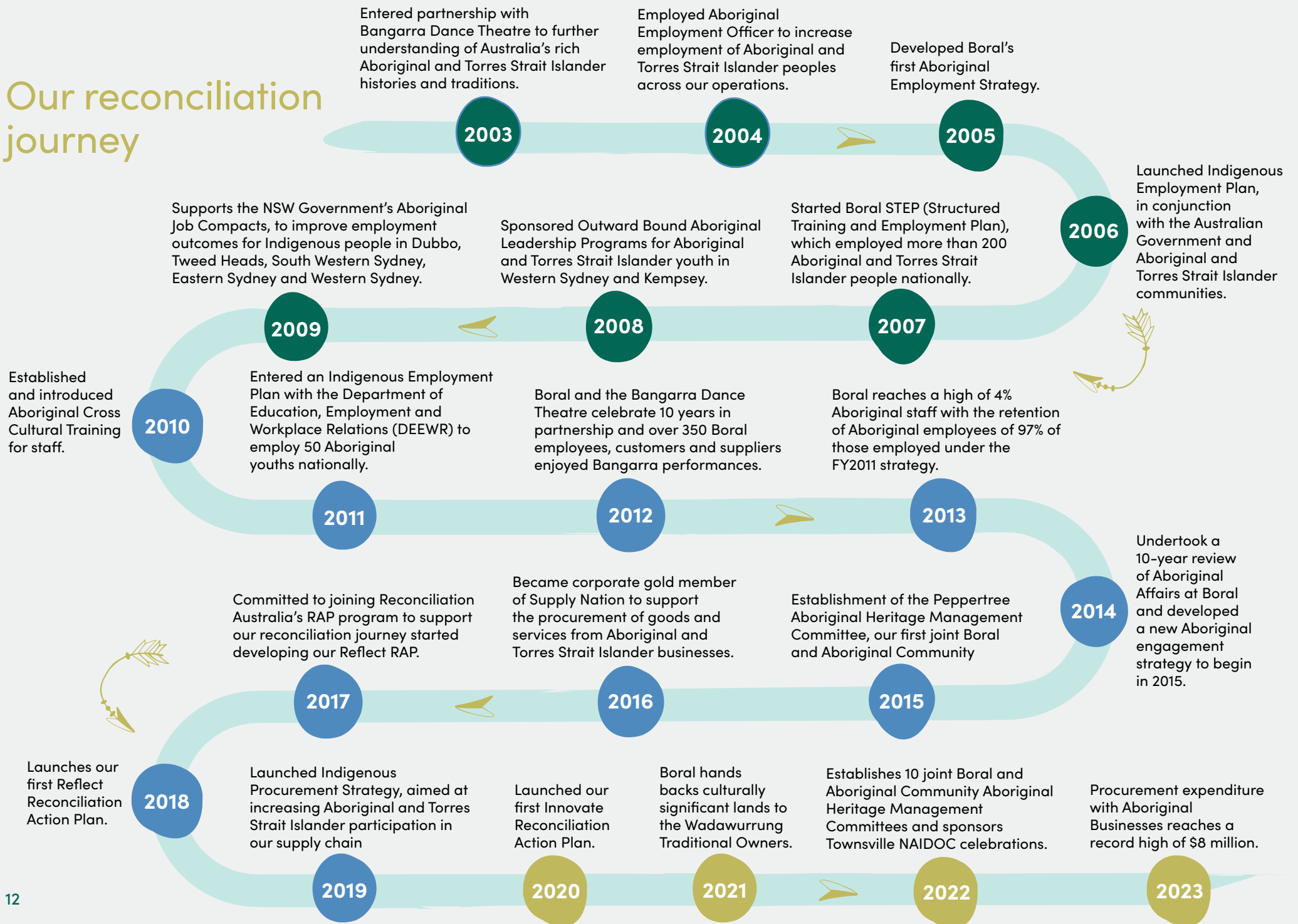
I would like to thank the members of our past Innovate RAP Working Group for their contribution and hard work and look forward to working with the new RAP Working group to continue to champion our Innovate Bula RAP as we move from good to great.

Sam Toppenberg
Executive General Manager People and Culture



Aboriginal artist Aryssa McAlister created a special artwork at Boral's Peppertree Quarry, NSW to celebrate 2019 NAIDOC Week

Our reconciliation journey



Vince Scarcella Aboriginal Affairs Manager

November 2004. I remember nervously walking into the Boral Offices at Circular Quay to an interview for an Aboriginal Education Officer job. I thought it went ok and the interview resulted in a job offer, moving away from the relative comfort and security of the public service was not an easy decision, but there was just something about the place, the vision and the few people I had briefly met on those two short visits that meant I just had to give it a go.

20 years on and the inroads made by Boral in the Aboriginal engagement space since that very first day I could not have imagined. From our first Aboriginal Engagement Strategy in 2005, a rare first in the Construction industry at the time, right up to where we are today with engagement of Aboriginal communities being a necessary commercial priority.

While there have been many changes to the Business over the years as employee numbers fluctuated depending on the market conditions, parts of the businesses were bought and sold, many CEO's and managers and management teams, even new owners, but the one thing that has remained constant is that same ethos of Boral being a great Australian company with our major strength being our People.

As we head now into our third Reconciliation Action Plan, there have been many moments that have stood out and would not be possible with the previous people and teams I have been fortunate enough to work with. We were able to spend \$8 million with Aboriginal businesses through our procurement networks, Aboriginal Community engagement is better than it ever has been, we were able to hand back significant land to the Wadawurrung Community, and our largest quarry at Peppertree has been successful due to Boral staff and a successful Aboriginal Management Committee.

There has been plenty done and plenty to be proud of, and I cannot wait to see what else we can achieve under this Innovate Bula Reconciliation Action Plan.





RELATIONSHIPS

2023 NAIDOC Townsville

As part of our RAP journey, Boral was proud to partner with the Townsville NAIDOC committee to celebrate NAIDOC 2023 as a Platinum sponsor.

The theme 'For Our Elders' could not have been more appropriate as a gathering of local Elders come together to emphasise the important role that Elders play in shaping the Communities in which we all live and work.

Boral staff were able to yarn with Aboriginal Elders at the Corporate Breakfast, learn all about the traditional stories of Bindal's guiding star and Wulgurukaba's creation stories from the Traditional Custodians of the land at the Elders luncheon and enjoyed the vibrancy of the Deadly Day Out.

Special congratulations to Shanane Mills-Prior whose artwork depicting family groups coming together at three local rivers, the Burdekin River, the Haughton River and the Ross River was chosen by Boral's Roseneath Quarry Reconciliation Steering Committee as the winner of the Boral sponsored NAIDOC Art Competition with the artwork to be displayed in the Roseneath Quarry Office.

Artist Shanane Mills-Prior stands beside her artwork on the right, showcasing her unique creative vision



Aboriginal Artefacts Returned to Country

Boral's Peppertree Quarry is situated on land that is unique in that it was a meeting place for many Aboriginal groups due to its abundance of resources, mainly hard rock, the same reason for its importance to Boral today.

We were honoured to be part of a very special and significant event as Aboriginal artefacts collected during excavations on the site were returned to country in a series of ceremonies held by Boral and the Peppertree Aboriginal Heritage Management Committee (AHMC) on the site now known as Peppertree Quarry.

The event was coordinated by the Boral Peppertree AHMC which is made up of local Aboriginal Community members and Boral staff, and they invited Boral staff and members of the local Aboriginal community to the ceremony as Uncle Wally Bell (pictured) said to "Learn a bit about what we do and also to understand the importance of returning these items back to Country."

The ceremonies were emotional for the Aboriginal Community as well as Boral staff and although held under dark skies, on both days the rain abated just long enough to complete the ceremonies before tumbling down again. There was opportunity to reflect on how the excavation process had started and a real sense of achievement that we had been able to work close together to run a fully operational quarry but at the same time extract and return to country over 120 000 Aboriginal artefacts to the satisfaction of the local Aboriginal Community and the AHMC.

As outlined in this Boral Reconciliation Action Plan the key to success in working with Aboriginal Communities are - Respect, Relationship and Opportunities. The Peppertree AHMC have worked together since 2004 and played a crucial role in the successful operation of Peppertree Quarry and for Boral it is a reminder that having good relationships with the Aboriginal Community is the key to the success of our operations.



Ngunawal Elder, Uncle Wally Bell

RESPECT

Boral returns culturally significant land to rightful owners



As part of Boral's commitment to Reconciliation we officially gifted and returned a parcel of culturally significant land at our Waurn Ponds site in Victoria to the Traditional Owners, the Wadawurrung People, at a ceremony of meaningful reconciliation.

The formal transfer of the 3.6-hectare property to the Wadawurrung Traditional Owners Aboriginal Corporation, the Registered Aboriginal Party representing the interests of the region's Elders, was a great opportunity to work together towards a common goal and was embraced by both organisations and demonstrates a strong commitment to reconciliation.

A Boral spokesperson stated,

“Returning the land to its Traditional Owners is of special significance to Boral, and it has struck a chord with our people. We are a proud Australian company, and we proudly acknowledge today's achievement and what it means to the Wadawurrung People. We look forward to a continued strong relationship with the Wadawurrung People built on respect and collaboration.”

Paul Davis, Chief Executive Officer of the Wadawurrung Traditional Owners Aboriginal Corporation, said:

“The value of this gesture by Boral in returning this site, which holds great significance to the Wadawurrung People, cannot be understated. I genuinely hope that the history we are witnessing here today will inspire and encourage companies, private and public, to make a meaningful contribution to reconciliation. The legal title for the land, off Ghazeepore Road and known as Duneed Reserve, will be transferred by Boral to the Registered Aboriginal Party (RAP) representing the Traditional Owners in recognition of the cultural significance the site holds.”





BORAL Committed to Reconciliation

BORAL

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WARNING - KEEP CLEAR



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OPPORTUNITIES

Boral Aboriginal Business spend hits a record high of \$8 million

As part of the very first Boral Reflect Reconciliation Action (RAP) Plan in 2019–2020 Aboriginal Business spend figures were collated for the first time and not surprisingly it was low at \$200 000 with 3 Aboriginal owned businesses on our Boral preferred supplier register, fairly typical of most of the construction industry at the time.

As we progressed on our Reconciliation journey through our Innovate RAP, the benefits for Boral and Aboriginal owned Businesses steadily increased and FY23 was Boral’s biggest yet and a big step on our way from good to great.

In FY23, Aboriginal spend was \$8 million with over 50 Aboriginal businesses represented on the Boral Preferred Supplier register.

Muru Officer Supplies have been the major supplier of stationery at Boral since the initial contract was won in 2018. Muru means ‘pathway’ in the language of the coastal Sydney region and Muru Group’s CEO Mitchell Ross, explained the benefits of the partnership.

“While primarily it’s about creating economic independence for First Nations people along with driving self determination. Helping our business or others in turn helps create employment opportunities for First Nations people which has a flow on effect into their home lives, creating stability within families and communities. The partnership with Boral - such a well-known and established Australian brand - has allowed Muru to win other partnerships and grow our business and reputation. In turn that has allowed us to employ other First Nations people into the business to support our customer base.”

Out of the office and Eco Drilling Solutions is another proud Aboriginal owned company engaged by Boral and was established to supply down hole drilling services to the Coal and Mineral sector of the mining and civil industry throughout Australia.

Janie Bentley, a Ngadju Wongi and Yamatji Aboriginal lady from Kalgoorlie, grew up in the mining industry, her father, brothers and many other family members had always worked in the Kalgoorlie mines. After joining forces with husband Daniel and his brother Shane Bentley and later with family friend and joint owner Rick Walda, who all had years of experience in the Drilling industry, they created ECO Drilling Solutions, a company that wants to drill as ecologically sustainable and as Culturally appropriate as possible.

“Of course our aim as a business is to be profitable but not only financially profitable, but profitable for Aboriginal people, we want them to work in this field, for our company, for other companies or even to be able to set up their own companies. Being successful in gaining contracts, and working with companies of the status of Boral on these jobs, gives us the opportunity to achieve that. Our aim is not just to be a successful Aboriginal business but to be a successful business who just happens to be Aboriginal, Janie said.”

As we continue Boral’s journey from Good to Great, Boral will be looking at further opportunities to engage with Aboriginal Businesses and opportunities to establish mutually beneficial relationships.



ECO Drilling Solutions truck

Supporting Aboriginal and Torres Strait Islander suppliers

Some of the Businesses Boral works with:



Our RAP Deliverables

Boral's Innovate Bula RAP was developed through extensive engagement with Boral staff, Aboriginal staff and the Aboriginal Community. These consultations have led to some key deliverables in the streams under the three pillars of Reconciliation – Respect, Relationship and Opportunities.

These deliverables aim to create lasting mutually beneficial relationships for Boral, as well as achieve positive outcomes for Aboriginal and Torres Strait Islander peoples and Communities and support our progress towards achieving our reconciliation vision.

While these Deliverables will have the RAP working group or a job title or a specialist team allocated to meet the deliverable, it is not just the responsibility of these people to make sure we achieve this.

For this RAP to be successful, we need buy in from everyone who works at Boral to make this RAP the best it can be.

The tables on the following pages outline our actionable commitments for the Innovate Bula RAP.



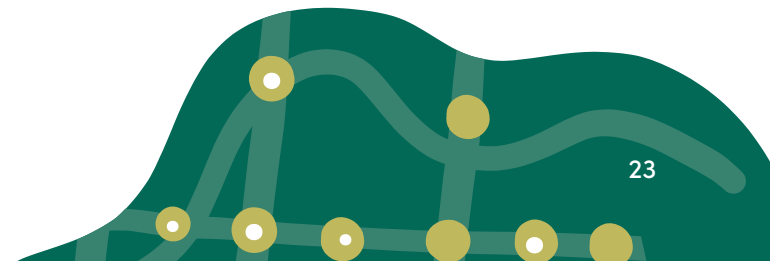


Relationships

Boral is committed to building strong and long-lasting relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities, based on respect and a deep understanding of culture. Boral would like to ensure we create an environment where all our employees are encouraged to explore and extend their own knowledge of Aboriginal cultures, histories and experiences. Boral recognises the importance of building relationships with our Aboriginal and Torres Strait Islander Communities to guide our principles and policies as well as work towards seeking mutually beneficial outcomes that assist both Boral and the Aboriginal and Torres Strait peoples and Communities in which we operate.

Action	Deliverable	Timeline	Responsibility
01 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	December 2024	Aboriginal Affairs Manager. Support: Community and Stakeholder Relations Team.
	Review and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2024	
	Support a community investment project aimed at Aboriginal and Torres Strait Islander development.	July 2025	Community and Stakeholder Relations Team. Support: Aboriginal Affairs Manager.
02 Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our Australian based staff.	May 2025 May 2026	Internal Communications Manager. Support: Aboriginal Affairs Manager.
	All Reconciliation RAP Working Group members to participate in an external NRW event.	May 2025 May 2026	
	Encourage Boral staff to participate in at least one external event to recognise and celebrate NRW.	May 2025 May 2026	
	Organise at least one NRW event, inviting Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories.	April 2025 April 2026	
	Register our NRW event(s) on Reconciliation Australia's NRW website.	April 2025 April 2026	Aboriginal Affairs Manager. Support: Internal Communications Manager.

Action	Deliverable	Timeline	Responsibility
03 Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	October 2024	Aboriginal Affairs Manager. Support: All RAP Working Group.
	Communicate our commitment to reconciliation publicly.	September 2024	Internal Communications Manager. Support: External Communication Manager.
	Encourage other organisations in our sector to develop a RAP.	July 2025	Aboriginal Affairs Manager. Support: All RAP Working Group.
	Collaborate with Reconciliation Australia and other like-minded organisations to develop ways to advance reconciliation.	December 2024 (Seven Group Holdings Ltd) July 2025 (external)	Aboriginal Affairs Manager. Support: Internal Communications Manager.
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2025	External Comms Lead. Support: Community and Stakeholder Relations Team.
04 Build positive race relations through promoting diversity and respect and anti-discrimination strategies.	In consultation with Aboriginal and Torres Strait Islander staff, review Boral's policies and procedures promoting diversity and respect and addressing anti-discrimination.	December 2025	Aboriginal Affairs Manager. Support: EGM People and Culture.
	Update HR policies and procedures to strengthen anti-discrimination provisions.	December 2025	EGM People and Culture. Support: Aboriginal Affairs Manager.
	Reinforce our anti-discrimination policies and procedures through communication to staff and training.	December 2025	
	Educate senior leaders on the effects of racism	March 2025	





Respect

Boral is committed to fostering deep mutual respect and trust with all our Aboriginal and Torres Strait Islander stakeholders, including by raising cultural awareness and understanding of Aboriginal and Torres Strait Islander peoples, cultures and achievements with our people and customers. Boral recognises that working with the complexity and diversity of Aboriginal communities is dependent on our cultural knowledge and we aim to increase the cultural competence of our people to ensure the success of our relationship building. Working with integrity, through open, honest and respectful relationships, is fundamental to how we operate and is underpinned by our values.

Action	Deliverable	Timeline	Responsibility
05 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Provide opportunities for RWG members, HR manager and other key leaders to participate in formal and structured cultural learning.	December 2024	Learning and Development Manager. Support: Aboriginal Affairs Manager.
	Conduct a review of cultural learning needs within our organisation.	October 2024	Aboriginal Affairs Manager. Support: People Services.
	Consult Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	October 2024	
	Review, implement, and communicate a cultural learning strategy for our employees.	October 2024	
	Develop a strategy to Investigate local cultural immersion opportunities for Staff.	March 2025	
06 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase our staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2025	Aboriginal Affairs Manager. Support: EGM People and Culture.
	Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2025	Aboriginal Affairs Manager. Support: Internal Communications Manager.

Action	Deliverable	Timeline	Responsibility
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2025 May 2026	Aboriginal Affairs Manager. Support: Internal Communications Manager.
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of identified events.	December 2025	Internal Communications Manager. Support: Aboriginal Affairs Manager.
07 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	All RWG members to participate in an external NAIDOC Week event.	July 2025 July 2026	Boral RAP Working Group. Support: Internal Communications Manager.
	Review HR policies and procedures to facilitate staff participating in NAIDOC Week.	December 2025 (as part of full review, Boral does have policies in place currently)	Aboriginal Affairs Manager. Support: EGM People and Culture.
	In consultation with Aboriginal and Torres Strait Islander stakeholders, hold an internal NAIDOC Week event.	July 2025 July 2026	Aboriginal Affairs Manager. Support: Internal Communications Manager.
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at an internal NAIDOC Week event.	June 2026	Aboriginal Affairs Manager. Support: Internal Communications Manager.
	Promote and encourage all our employees to participate in external NAIDOC events.	July 2025 July 2026	Internal Communications Manager. Support: Aboriginal Affairs Manager.



Opportunities

Boral is committed to broadening social and economic opportunities for Aboriginal and Torres Strait Islander peoples through employment and increased participation in our supply chain. We recognise that supporting economic opportunities for Aboriginal and Torres Strait Islander-owned businesses and people creates positive outcomes for their families and communities. Boral will aim to increase the number of Aboriginal Businesses on our preferred supplier list and increase our spend with Aboriginal businesses. Boral will also determine the number of our current Aboriginal employees and review policies and procedures to ensure the growth of Aboriginal employment by addressing barriers to employment and recruitment processes. Boral will also look for opportunities to utilise our people's skills, experience and expertise to better assist Aboriginal Communities and Businesses to meet their aims while seeking advice from Aboriginal businesses and communities on how we can meet our aims.

Action	Deliverable	Timeline	Responsibility
08 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build an understanding of current Aboriginal and Torres Strait Islander employee numbers to inform future employment and professional development opportunities.	July 2025	Head of Talent and Capability. Support: Aboriginal Affairs Manager.
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	December 2025	
	Review and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	July 2025	Head of Talent and Capability. Support: Talent Acquisition Manager.
	Advertise job vacancies through appropriate channels to reach Aboriginal and Torres Strait Islander stakeholders.	December 2024	Head of Talent and Capability. Support: Aboriginal Affairs Manager.
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2025	
	Increase the numbers of Aboriginal and Torres Strait Islander staff employed in our workforce.	June 2026 (ongoing)	Aboriginal Affairs Manager Support: Head of Talent and Capability.

Action	Deliverable	Timeline	Responsibility
09 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and implement an Aboriginal and Torres Strait Islander procurement strategy.	September 2025	Senior Manager Procurement. Support: Aboriginal Affairs Manager.
	Maintain Supply Nation membership and explore opportunities to strengthen partnership with Supply Nation.	December 2024 December 2025 (in line with current membership timelines)	Aboriginal Affairs Manager. Support: Senior Manager Procurement.
	Update Preferred Supplier List and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	October 2025	Senior Manager Procurement. Support: Aboriginal Affairs Manager.
	Review and update procurement practices to further promote procuring goods and services from Aboriginal and Torres Strait Islander businesses and support their ongoing success.	October 2025	
	Increase our commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	April 2025 April 2026	
10 Support selected Aboriginal and Torres Strait Islander owned businesses through Boral's Preferred Supplier Program	Partner with Aboriginal and Torres Strait Islander suppliers to provide support for their ongoing success, including increasing their visibility and capacity to grow further and win more business with Boral.	September 2025	Senior Manager Procurement. Support: Aboriginal Affairs Manager.
	Meet with selected existing Boral suppliers to gain insight into the way Boral does business, looking at things we do well and things we need to improve.	March 2025	Aboriginal Affairs Manager. Support: Senior Manager Procurement.
	Seek opportunities through cross promotion of Aboriginal Businesses through the Boral Supply Chain	March 2025	Senior Manager Procurement. Support: Aboriginal Affairs Manager.



Governance

Action	Deliverable	Timeline	Responsibility
11 Establish and maintain an effective RAP Working group to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander members on the RAP Working Group.	Assess quarterly at RAP meetings July 2024 July 2025 October 2024 October 2025 January 2025 January 2026 April 2025 April 2026	Aboriginal Affairs Manager Support: EGM People and Culture.
	Review, establish and apply Terms of Reference for the RAP Working Group.	August 2024	EGM People and Culture. Support: Aboriginal Affairs Manager.
	Meet at least four times per year to drive and monitor RAP implementation.	July 2024 July 2025 October 2024 October 2025 January 2025 January 2026 April 2025 April 2026	Aboriginal Affairs Manager Support: EGM People and Culture.
12 Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	September 2024	Aboriginal Affairs Manager Support: EGM People and Culture.
	Engage our senior leaders and other staff in the delivery of RAP commitments.	September 2024	EGM People and Culture. Support: Aboriginal Affairs Manager.

Action	Deliverable	Timeline	Responsibility
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	December 2024	Aboriginal Affairs Manager Support: Talent and Diversity Manager.
	Appoint and maintain an internal RAP Champion from senior management.	August 2024	Talent and Diversity Manager. Support: Aboriginal Affairs Manager.
13 Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2024 September 2025	Aboriginal Affairs Manager. Support: Talent and Diversity Manager
	Report RAP progress to all staff and Boral senior leaders at least quarterly.	August 2024 August 2025 November 2024 November 2025 February 2025 February 2026 May 2025 May 2026	Internal Communications Manager. Support: Aboriginal Affairs Manager.
	Publicly report our RAP achievements, challenges and learnings, annually.	September 2024 September 2025	
	Participate in Reconciliation Australia’s biennial Workplace RAP Barometer.	September 2024 September 2025	Aboriginal Affairs Manager. Support: Talent and Diversity Manager.
14 Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s website to begin developing our next RAP.	January 2026	Aboriginal Affairs Manager. Support: Talent and Diversity Manager.



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