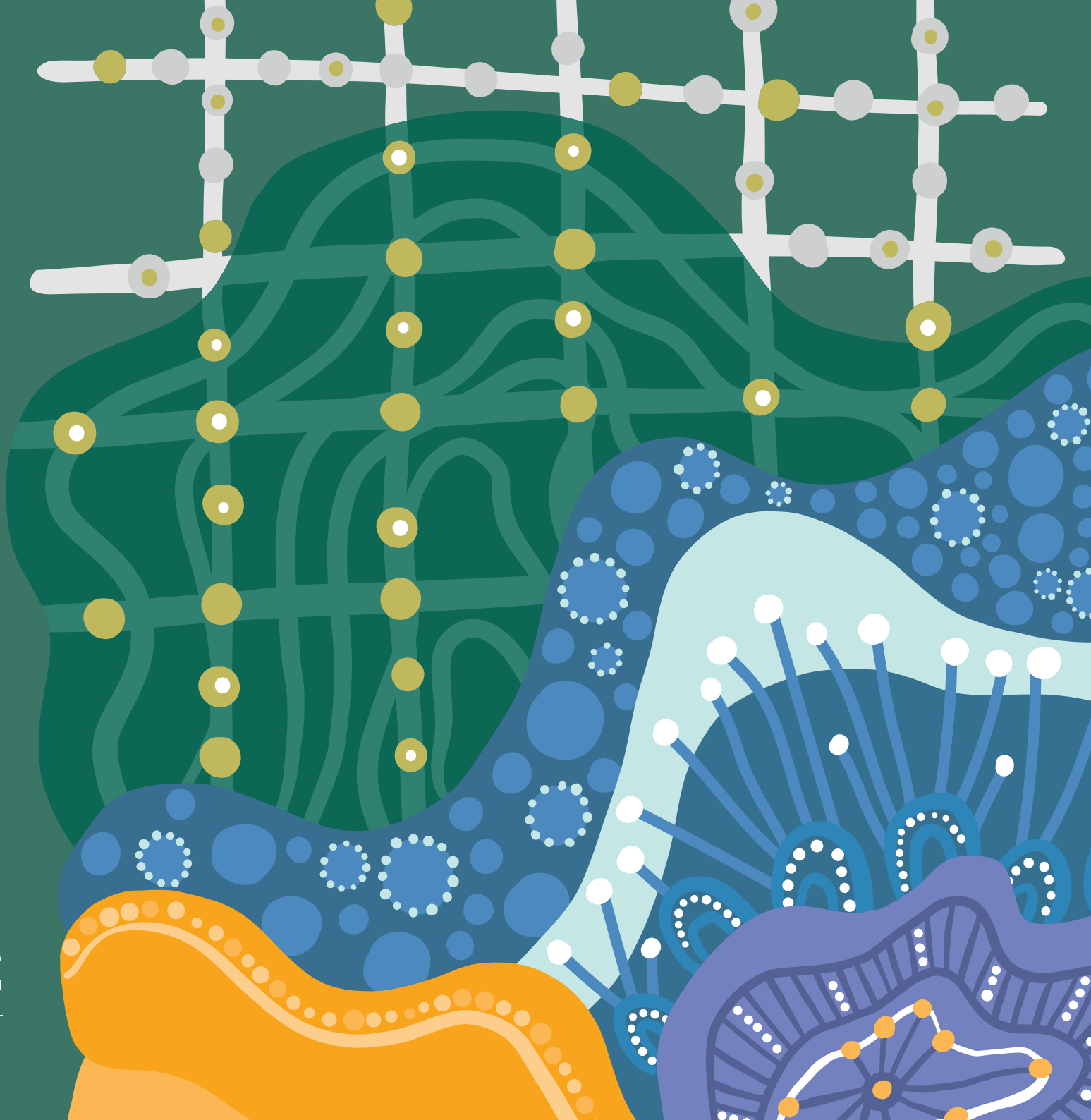


# Innovate Reconciliation Action Plan

November 2020 – November 2022





**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.**



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# 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.

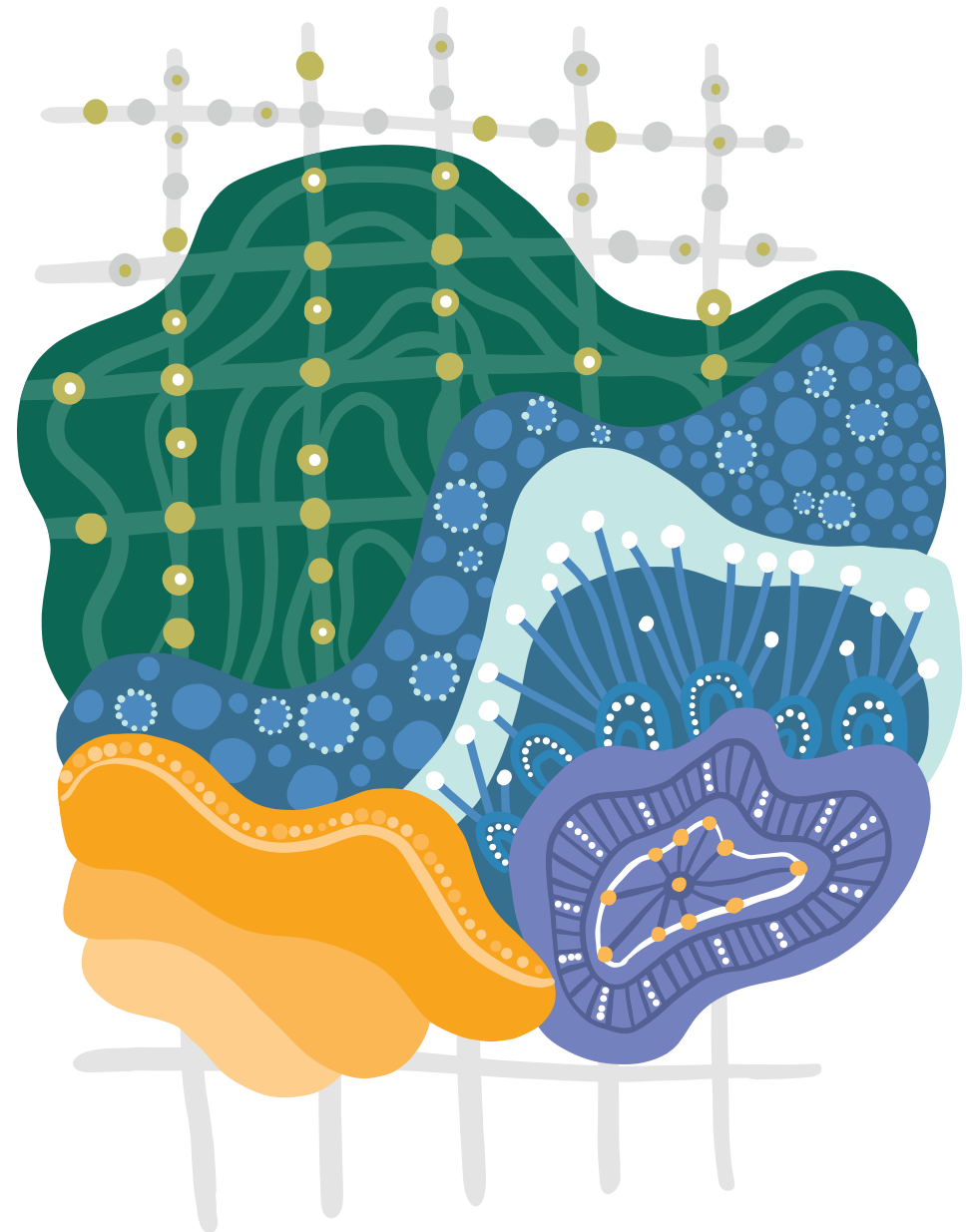
This artwork illustrates the important place that culture, respect and relationships have as the foundations within the corporate environment and in Aboriginal and Torres Strait Islander communities. By working with the strengths of Boral's existing culture, corporate structures and community relationships, 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 2016 by Reconciliation Australia.

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## **Race relations**

by promoting respect and understanding of Aboriginal and Torres Strait Islander cultures, rights and experiences to create strong working relationships with Aboriginal and Torres Strait Islander communities that are based on trust and mutual respect, and that are free of racism.

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## **Equality and equity**

by actively promoting employment opportunities for Aboriginal and Torres Strait Islander peoples, including enabling them to showcase their talents in the workplace; growing the representation of Aboriginal and Torres Strait Islander businesses in our supply chain; and working with Aboriginal and Torres Strait Islander communities in a manner that is fair and equitable.

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## **Institutional integrity**

by actively supporting reconciliation, including by ensuring our processes are free of bias and discrimination.

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## **Unity**

by recognising and valuing the many Aboriginal and Torres Strait Islander cultures of our staff and the communities in which we operate, and working together to achieve positive outcomes for Boral and Aboriginal and Torres Strait Islander communities.

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## **Historical acceptance**

by providing 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.

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## Message from Boral's CEO & Managing Director

Boral's Innovate Reconciliation Action Plan (RAP) demonstrates our desire to do more to build a just, equitable and reconciled Australia. It follows Boral's first 'Reflect' RAP, presented in May 2019, which focused on building a more consistent and robust framework across our Australian operations from which to progress our reconciliation efforts.

This Innovate RAP sets more ambitious goals and commitments to further advance Boral's reconciliation journey and improve the prosperity, and social and cultural wellbeing of Aboriginal and Torres Strait Islander peoples and communities.

Boral's RAP Working Group has worked to ensure that we delivered our Reflect RAP commitments, and has generated the ideas and new goals set out in this Innovate RAP, with support from Reconciliation Australia.

While we deferred the launch of our Innovate RAP by six months due to COVID-19, we have nevertheless continued to progress work on our reconciliation initiatives.

Our aim is to bolster employment and development opportunities for Aboriginal and Torres Strait Islander peoples across our Australian operations, and further grow the representation of Aboriginal and Torres Strait Islander-owned businesses in our supply chain.

We also aim to continue to build greater cultural understanding, deepen respect and foster mutually beneficial relationships with Aboriginal and Torres Strait Islander communities. We recognise the immense privilege we have in operating across our substantial land footprint, particularly through our Quarries business, and are committed to continuing to work alongside First Australians to protect and respect their rich and diverse cultural heritage.

I encourage all our people in Australia to continue to embrace and support Boral's initiatives to achieve our reconciliation vision.

**Zlatko Todorovski**  
CEO & Managing Director



# Our business

Boral is an Australia-based construction and building materials supplier with operations in Australia, North America and Asia.

In Australia, through our Boral Australia division we are the country's largest construction materials company, with operations across all states and territories. We also manufacture and supply a range of building products. We serve customers in the infrastructure, commercial and residential markets, supplying concrete, quarry products, asphalt, cement, concrete placing, roof tiles, timber and masonry products.

We also have operations in the USA, Mexico and Canada through our Boral North America division, and in the Asia, Middle East and Pacific regions through our 50% interest in the USG Boral plasterboard joint venture.<sup>1</sup>

In all, we employ about 16,000 people worldwide.

Boral Australia has more than 6,200 employees working across more than 400 locations.<sup>2</sup>

As part of our Innovate RAP commitments, we will determine ways for Aboriginal and Torres Strait Islander employees to self-identify to further inform professional development and employment opportunities within the Company.



1. On 27 October 2020, Boral announced that it had agreed to sell its 50% interest in the USG Boral plasterboard joint venture to Knauf.

2. Includes joint venture sites as well as clay pits, transport, recycling, research and development, distribution and administration sites.



## Our RAP

Boral's Innovate RAP builds on our commitment 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.

Our first (Reflect) RAP, launched in May 2019, focused on setting a more consistent and robust approach across all Boral's Australian operations relating to Aboriginal and Torres Strait Islander relationships, raising cultural awareness and understanding, and broadening social and economic opportunities. It reinforced the Company's focus and momentum to advance our reconciliation efforts.

We are proud of what has been achieved to date. Our RAP Working Group Chairman presents some of our key successes and challenges in delivering positive reconciliation outcomes on page 10.

Our Innovate RAP seeks to develop more opportunities to empower Aboriginal and Torres Strait Islander peoples and communities, including through strong, mutually beneficial relationships. It is also designed to help build respect for, and an understanding of, Aboriginal and Torres Strait Islander cultures and histories, and improve economic and social outcomes.

We have also redefined our reconciliation vision to better align with Reconciliation Australia's five dimensions.

Boral's reconciliation efforts are championed by Boral's RAP Working Group Chair, Boral Australia General Manager – Quarries NSW/ACT, and Boral Australia's National Indigenous Affairs Manager. They are supported by our Australian Leadership Team and Boral Diversity Council.

Boral's RAP Working Group was established in May 2019 as part of our Reflect RAP deliverables. The working group is responsible for implementing our RAP initiatives, and for reporting annually on our actionable commitments to the Diversity Council and Boral's Executive Committee. With the assistance of Reconciliation Australia, Boral's RAP Working Group developed the deliverables set out in this Innovate RAP, which align with our core business operations.

The RAP Working Group comprises 14 representatives from across Boral's operations and key functional areas including Indigenous Affairs, Procurement, Sales and Marketing, Human Resources, and Group Communications. Three of our working group members proudly identify as Aboriginal people, including our National Indigenous Affairs Manager, Learning Coordinator and Queensland-based Administration Officer.



## OUR RAP WORKING GROUP

**David Bolton – RAP Working Group Chairman**  
General Manager – Quarries NSW/ACT,  
Boral Australia

Operational Excellence Effectiveness Lead,  
Boral Australia

Procurement Manager –  
Sustainability & Indirects, Boral Australia

Executive General Manager  
People & Business Performance, Boral Australia

Administration Officer,  
Boral Australia

Group Learning Manager

Learning Coordinator,  
Boral Australia

General Manager Asphalt WA,  
Boral Construction Materials

National Recruitment Manager,  
Boral Australia

Group Communications and  
Investor Relations Manager

National Marketing Manager,  
Boral Construction Materials & Cement

National Indigenous Affairs Manager

Head of Organisational Development, Boral Australia

Contracting Supervisor – Asphalt,  
Boral Construction Materials

# Message from Boral's RAP Working Group



It has been a pleasure to chair Boral's RAP Working Group, working closely with Vince Scarcella, Boral's National Indigenous Affairs Manager, and the other members of the working group to deliver on our Reflect RAP goals.

We have made great progress in working towards delivering better outcomes for Boral and Aboriginal and Torres Strait Islander peoples and communities and building deeper respect and cultural understanding.

We raised awareness of our commitment to reconciliation and RAP commitments with our Australia-based staff via our RAP launch activities. These activities included communication from Boral Australia's President & CEO, a feature article in our Boral News employee magazine, and distribution of our Reflect RAP to customers, suppliers and local communities.

We strengthened cultural awareness across our Australian operations by hosting a number of NAIDOC Week events and encouraged our Australia-based staff to attend events celebrating National Reconciliation Week and NAIDOC Week in their local community.

We formalised our Working with Indigenous Communities guidelines, which outline our approach to working respectfully with Aboriginal and Torres Strait Islander peoples and communities.

We increased Boral's spend with Aboriginal and Torres Strait Islander-owned businesses to more than \$3 million per year

and launched our Supplier Support Program as part of our Sustainable Procurement Strategy to further promote Aboriginal and Torres Strait Islander participation in our supply chain.

In October 2019, we employed an Indigenous Employment Officer to support placing Aboriginal and Torres Strait Islander people in our business. However, due to broad cost-saving initiatives announced in late 2019 and the subsequent impacts of COVID-19 on our business, we have temporarily modified the responsibilities of this role to reflect the curtailment of our recruitment efforts.

One of our challenges has been an inability to identify all our Aboriginal and Torres Strait Islander employees. An initiative of our Innovate RAP is to implement processes to better understand who our current Aboriginal and Torres Strait Islander employees are, as well as ensure that new employees are able and encouraged to identify. This will inform future employment and development opportunities as well as assist the strategic development of Boral's Aboriginal and Torres Strait Islander programs.

I am encouraged by the outcomes that we have achieved since the launch of Boral's Reflect RAP and I look forward to continuing to champion Boral's reconciliation efforts. I would also like to thank the members of our RAP Working Group for their contribution and hard work.

**David Bolton**

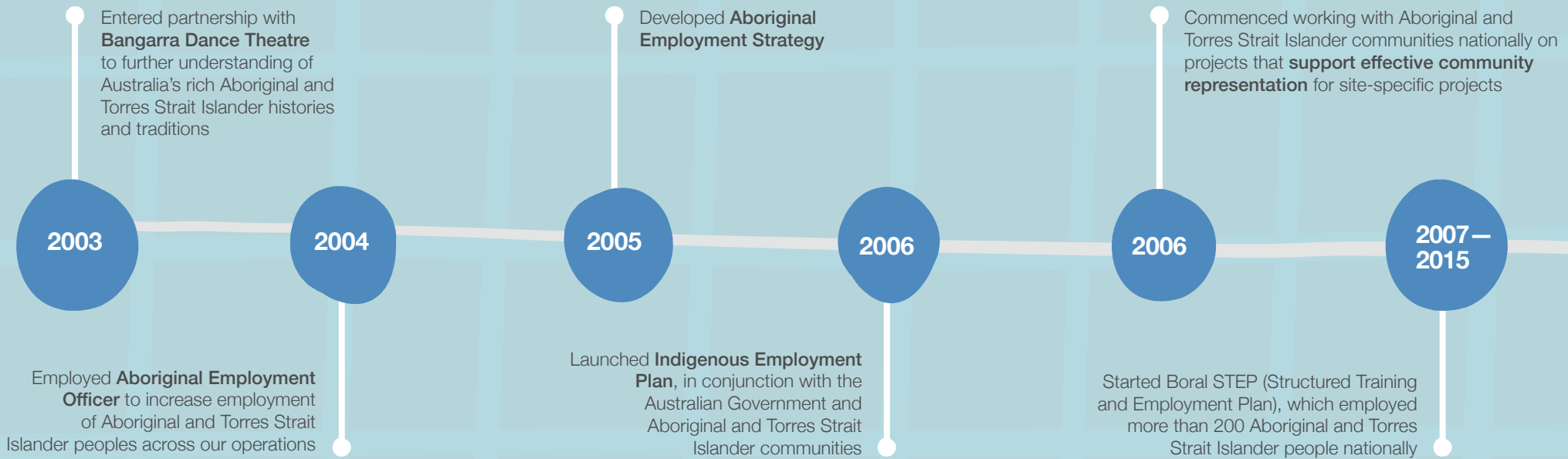
General Manager – Quarries NSW/ACT, Boral Australia

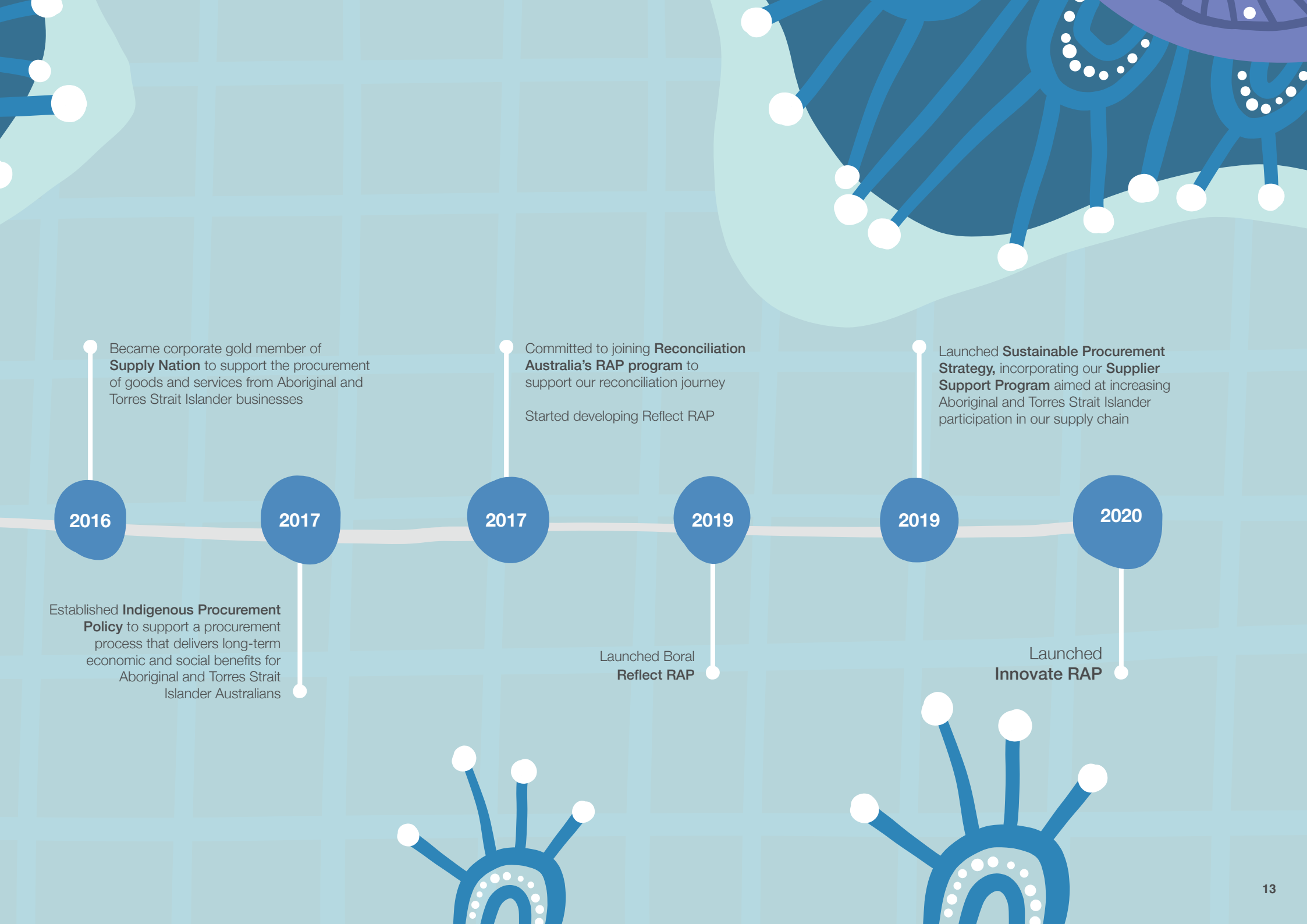


Aboriginal artist Aryssa McAlister created a special artwork at Boral's Peppertree Quarry, NSW to celebrate 2019 NAIDOC Week.



# Our reconciliation journey





2016

Became corporate gold member of **Supply Nation** to support the procurement of goods and services from Aboriginal and Torres Strait Islander businesses

Established **Indigenous Procurement Policy** to support a procurement process that delivers long-term economic and social benefits for Aboriginal and Torres Strait Islander Australians

2017

2017

Committed to joining **Reconciliation Australia's RAP program** to support our reconciliation journey  
Started developing Reflect RAP

2019

Launched Boral **Reflect RAP**

2019

Launched **Sustainable Procurement Strategy**, incorporating our **Supplier Support Program** aimed at increasing Aboriginal and Torres Strait Islander participation in our supply chain

2020

Launched **Innovate RAP**

## Bangarra Dance Theatre – proud partners for more than 17 years

Since 2003, Boral has supported Bangarra Dance Theatre (Bangarra) through our community partnership program, and we are currently Bangarra's Regional Tour Partner.

Bangarra is an award-winning, world-class performing arts organisation that translates traditional Aboriginal and Torres Strait Islander histories and cultures into an accessible contemporary dance form.

Bangarra's mission is to create inspiring experiences that change society while helping to bridge the gap between Aboriginal and Torres Strait Islander and non-Indigenous Australians and engender respect for Australia's Aboriginal and Torres Strait Islander cultures and histories.

"Boral's support for Bangarra is intended to help them maintain a broad touring footprint and ensure audiences outside of capital cities have the opportunity to experience their performances and access inspirational workshops with their dancers in their community," said Kylie FitzGerald, Boral's Group Communications and Investor Relations Director.

As well as providing cultural and community support, the partnership provides opportunities for Boral employees and their families to be involved through discounted performance tickets and a unique biannual family day and dance workshop. This provides our Australian employees with an opportunity to learn more about the richness, strength and resilience of Aboriginal and Torres Strait Islander cultures.

**"Our long relationship with Boral reflects the great value of the partnership to both organisations, and our shared respect and bond with the land and Country,"** said Stephen Page, Bangarra's Artistic Director.

At Bangarra's core is its people's connection to land and Country, and the Aboriginal and Torres Strait Islander communities who inspire each work they perform. Bangarra works with Aboriginal and Torres Strait Islander communities to share the stories of their culture.

At Boral, we recognise the great privilege we have been given in quarrying resources from the land, and we invest heavily in hands-on management of biodiversity and protecting cultural heritage.





## Working together to protect cultural heritage

Delise Freeman, CEO of Pejar Local Aboriginal Land Council (Pejar LALC) is a proud Wiradjuri woman. She has been representing her mob involved with Boral's Peppertree Quarry at Marulan, NSW for more than 20 years.

**“The land and Country at Peppertree and its surroundings was a very significant place for our mob, the Wiradjuri people, and we have a special spiritual connection to it. It was a meeting place where our people camped and travelled through,”** said Delise.

Pejar LALC's site officers have been involved in collecting Aboriginal artefacts at Peppertree since 2008. They have begun cataloguing around 100,000 artefacts found, along with representatives of other Aboriginal peoples. Once catalogued, the artefacts will be put back into Country – in an area of the quarry designated for conservation, to ensure they are never disturbed.

“All the artefacts are significant to us. They show that our people were here and what the land was used for – this includes sacred women's and men's business,” said Delise.



Delise Freeman,  
CEO of Pejar Local Aboriginal Land Council

Delise is complimentary of how Boral has worked with the Pejar LALC over the years. “Boral has always been very open and transparent, treated all our people (representing local Aboriginal groups) equally, and made us feel very comfortable.”

Most recently she has worked closely with Sharon Makin, Boral's Stakeholder and Environment Advisor at Peppertree Quarry, with support from Peppertree's Quarry Manager and staff, and Boral's National Indigenous Affairs Manager.

Delise recognises the importance of passing on the cultural knowledge of the Elders at the Pejar LALC. “As there are not many older ones left, we play an important role in teaching the younger ones about the importance of different sites, and how to understand what the land was used for by reading the landscape.”



## Supporting employment of Aboriginal and Torres Strait Islander people

Kyan Gillon, a proud Dunghutti woman, joined Boral Australia's Human Resources team in 2019 as Indigenous Employment Officer. Boral had identified this new role as part of our Reflect RAP to further support placing Aboriginal and Torres Strait Islander people in jobs at Boral.

Kyan grew up on her homeland (the Dunghutti Nation) at Kempsey on the mid-north coast of NSW. After finishing high school, she headed to Sydney to pursue employment opportunities, initially gaining a traineeship as a human resources administrator.

"After I became involved in a few Indigenous initiatives as part of my previous role, I realised that I was naturally passionate about supporting Indigenous focused work. So when I saw the role at Boral, I jumped at it," she said.

"Boral's ambitions for the role really spoke to me. My ambition is to also contribute to breaking down the cultural barriers, increase cultural understanding as well as being a valued member of the team.

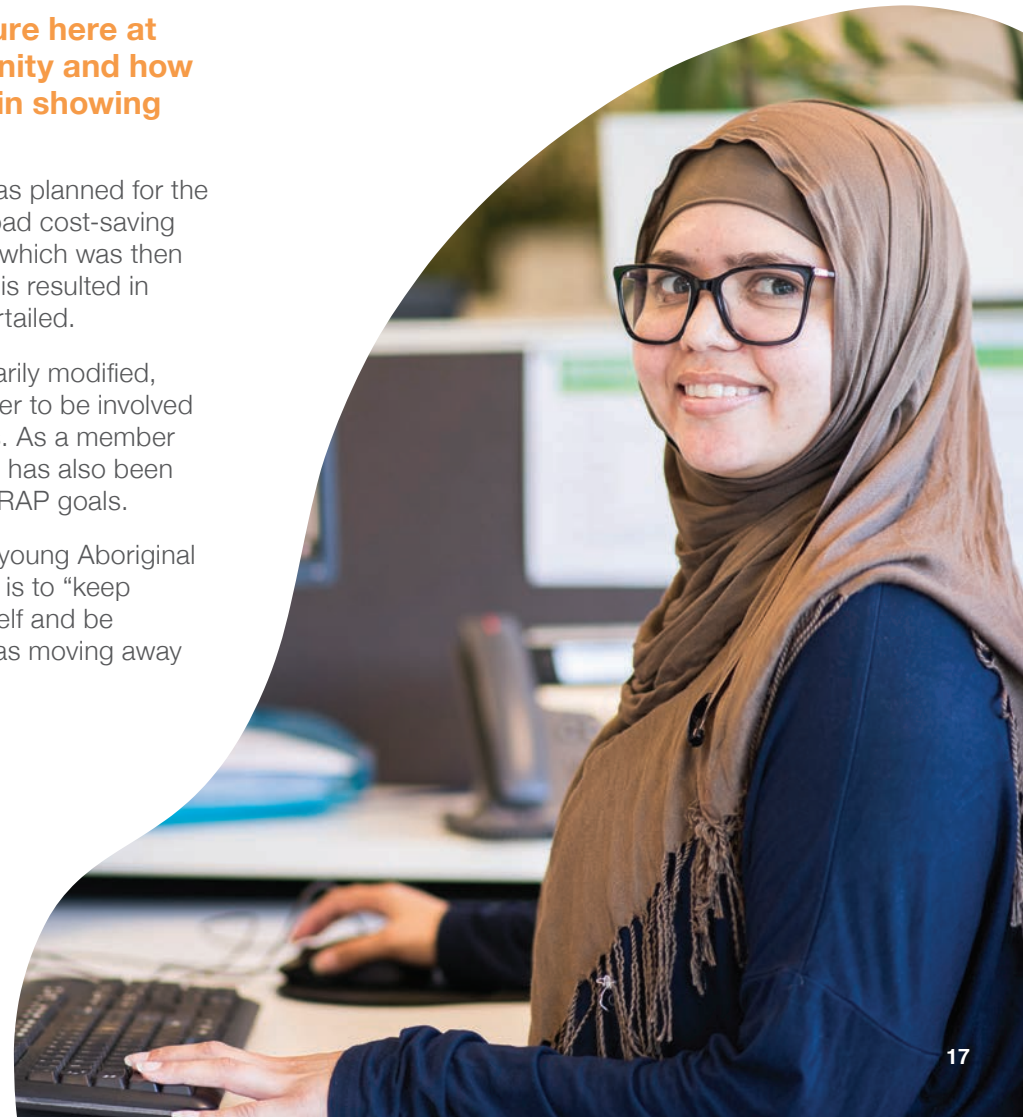
**"I've really enjoyed the culture here at Boral, the sense of community and how helpful everyone has been in showing me the ropes."**

However, not everything has gone as planned for the role. Boral Australia announced broad cost-saving initiatives shortly after Kyan joined, which was then followed by the COVID-19 crisis. This resulted in recruitment efforts being largely curtailed.

While Kyan's role has been temporarily modified, this has opened opportunities for her to be involved in other human resources initiatives. As a member of Boral's RAP Working Group, she has also been working to implement some of our RAP goals.

Asked what advice she would give young Aboriginal and Torres Strait Islander people, it is to "keep pushing yourself, believing in yourself and be prepared to make sacrifices, such as moving away from home".

Kyan Gillon,  
Learning Coordinator, Boral Australia



# Supporting Aboriginal and Torres Strait Islander suppliers

In 2018, Boral awarded a three-year contract for providing stationery and office products to our sites across Australia to Muru Office Supplies (MOS), a Supply Nation–certified office supplies provider.

MOS is a partnership between Muru Group, a company established by proud Bidjigal man Mitchell Ross, and Complete Office Supplies, the largest Australian-owned national office products supplier.

Mitchell is MOS' CEO, having started Muru Group in 2012 with a vision to reduce the economic and social inequalities he witnessed in his local community in La Perouse in south-east Sydney. "Growing up, I saw that many of my family and friends didn't have the opportunities I had. I wanted to make a difference and create opportunities for future generations of Aboriginal and Torres Strait Islander people," said Mitchell.

Following a rigorous tender process, Boral awarded the national office supplies contract to MOS due to its commercially competitive response.

Boral also partnered with MOS through our Supplier Success Program. The program is a key part of our Sustainable Procurement Strategy and seeks to support Aboriginal and Torres Strait Islander–owned suppliers.

**"Winning the Boral contract has been terrific for our company," said Mitchell. "It's resulted in MOS being asked to tender for other national contracts, and we've since won several substantial national contracts."**

"This growth in our business has supported new jobs and opportunities for Aboriginal and Torres Strait Islander people, something that we know is important to Boral. We've also recently recruited two Aboriginal account managers, one of whom is now looking after Boral's account, in addition to two Aboriginal full-time staff who joined us last year."

MOS is also committed to supporting Aboriginal and Torres Strait Islander communities by giving 15% of its profits to community programs focused on education, employment, and health and wellbeing initiatives.



Mitchell Ross,  
MOS CEO

## Our RAP deliverables

The tables on pages 20 to 27 outline our actionable commitments for 2020–22 across the key pillars of reconciliation: relationships, respect, opportunities and governance.

These deliverables aim to create positive outcomes for Aboriginal and Torres Strait Islander peoples and communities, and support our progress towards achieving our reconciliation vision.





## 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.

As the leading construction materials company in Australia with an operational footprint spanning every Australian state and territory, we have an important role to play in supporting the local communities where we operate and building mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. This includes promoting reconciliation within our workforce and supply chain, and with our other stakeholders and like-minded organisations.

We are committed to continuing to strengthen and broaden our relationships with Aboriginal and Torres Strait Islander stakeholders and organisations to make a positive impact.

Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	Mar-2021	National Indigenous Affairs Manager
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	Mar-2021	
	Support a community investment project aimed at Aboriginal and Torres Strait Islander youth leadership development	Aug-2021	
<b>Build relationships through celebrating National Reconciliation Week (NRW)</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our Australia-based staff	Apr-2021, Apr-2022	Group Communications and Investor Relations Manager
	All RAP Working Group (RWG) members to participate in an external NRW event	May-2021, May-2022	
	Encourage staff to participate in at least one external NRW event to recognise and celebrate NRW	May-2021, May-2022	
	Organise at least one NRW event, inviting Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories	Apr-2021, Apr-2022	
	Register our NRW event(s) on Reconciliation Australia's NRW website	Apr-2021, Apr-2022	

Action	Deliverable	Timeline	Responsibility
<b>Promote reconciliation through our sphere of influence</b>	Implement strategies to engage our staff in reconciliation	Sep-2021	National Indigenous Affairs Manager
	Communicate our commitment to reconciliation publicly	Nov-2020, Sep-2021	Group Communications and Investor Relations Manager
	Encourage other sector organisations to develop a RAP	Oct-2022	General Manager – Quarries NSW/ACT, Boral Australia (Chair of RWG)
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation	Oct-2022	
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	Oct-2022	
<b>Build positive race relations through promoting diversity and respect and anti-discrimination strategies</b>	In consultation with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait advisors, review Boral's policies and procedures promoting diversity and respect, and addressing anti-discrimination	Nov-2021	Executive General Manager People and Business Performance, Boral Australia
	Where relevant, update HR policies and procedures to strengthen anti-discrimination provisions	Mar-2022	
	Reinforce our anti-discrimination policies and procedures through communication to staff and training	Mar-2022	
	Educate senior leaders on the effects of racism	Oct-2022	



## Respect

We are 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.

Working with integrity, through open, honest and respectful relationships, is fundamental to how we operate and is underpinned by our values. We believe a culture of respect is fundamental to creating value for all our stakeholders, including our communities. We recognise and value the unique Aboriginal and Torres Strait Islander cultures, histories and achievements, and are committed to promoting and strengthening cultural awareness among our people, including through cultural learning opportunities and experiences, such as participating in NAIDOC Week events.

Action	Deliverable	Timeline	Responsibility
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning</b>	Provide opportunities for RWG members, HR managers and other key leaders to participate in formal and structured cultural learning	Oct-2022	National Indigenous Affairs Manager
	Conduct a review of cultural learning needs within our organisation	Dec-2021	
	Consult Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy	Dec-2021	
	Develop, implement and communicate a cultural learning strategy for our Australia-based staff	Jun-2022	
	Investigate local cultural immersion opportunities for staff	Jun-2022	
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>	Increase our staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	Feb-2022	National Indigenous Affairs Manager
	Develop, implement and communicate a cultural protocol document, including protocols for Acknowledgement of Country and Welcome to Country	Feb-2022	

Action	Deliverable	Timeline	Responsibility
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	May-2021, May-2022	National Indigenous Affairs Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of identified events	Feb-2022	National Indigenous Affairs Manager
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b>	All RWG members to participate in an external NAIDOC Week event	Jul-2021, Jul-2022	RWG Chairman
	Review HR policies and procedures to facilitate staff participating in NAIDOC Week	May-2021, May-2022	Executive General Manager People and Business Performance, Boral Australia
	In consultation with Aboriginal and Torres Strait Islander stakeholders, hold an internal NAIDOC Week event	May-2021, May-2022	National Indigenous Affairs 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	May-2021, May-2022	National Indigenous Affairs Manager
	Promote and encourage all our Australia-based staff to participate in external NAIDOC Week events	Jul-2021, Jul-2022	RWG Chairman



## Opportunities

We are committed to broadening social and economic opportunities for Aboriginal and Torres Strait Islander peoples through employment – including long-term career pathways and training – 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.

Our RAP commitments seek to further increase employment opportunities for First Nations people at Boral, and build on our existing Aboriginal and Torres Strait Islander Employment Strategy. This strategy seeks to address barriers to employment and career progression opportunities, including through our recruitment processes for Aboriginal and Torres Strait Islander people. In 2020, we began implementing a Boral Aboriginal Community Network to support our current Aboriginal and Torres Strait Islander staff to connect, support each other, access training and develop their careers.

As articulated in our Indigenous Procurement Policy, we proactively promote Aboriginal and Torres Strait Islander-owned businesses in Australia to help ensure that they are properly represented in our supply chain. Our multi-year Sustainable Procurement Strategy incorporates specific objectives aimed at promoting the use of Aboriginal and Torres Strait Islander suppliers and increasing their visibility and capacity, enabling them to grow further and win more business with Boral.

Action	Deliverable	Timeline	Responsibility
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development</b>	Build an understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and professional development opportunities	<b>Jun-2022</b>	Executive General Manager People, and Business Performance, Boral Australia and National Indigenous Affairs Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy	<b>Feb-2022</b>	
	Review and enhance our Aboriginal and Torres Strait Islander recruitment and retention strategy	<b>Jun-2022</b>	
	Review and enhance our Aboriginal and Torres Strait Islander professional development strategy	<b>Jun-2022</b>	
	Advertise job vacancies through appropriate channels to reach Aboriginal and Torres Strait Islander stakeholders	<b>Mar-2021</b>	
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander participation in our workplace	<b>Mar-2021</b>	
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce	<b>Oct-2022</b>	



Action	Deliverable	Timeline	Responsibility
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes</b>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	Oct-2021	Procurement Manager – Sustainability & Indirects, Boral Australia
	Maintain Supply Nation membership and explore opportunities to strengthen partnership with Supply Nation	Jun-2021, Jun-2022	
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff	Oct-2022	
	Review and update procurement practices to further promote procuring goods and services from Aboriginal and Torres Strait Islander businesses and support their ongoing success	Oct-2022	
	Increase our commercial relationships with Aboriginal and/or Torres Strait Islander businesses	Oct-2022	
<b>Support selected Aboriginal and Torres Strait Islander owned businesses through Boral's Supplier Success Program</b>	Partner with selected 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	Oct-2022	Procurement Manager – Sustainability & Indirects, Boral Australia
	Partner with Boral's current Aboriginal and Torres Strait Islander businesses and work together to increase the number of Aboriginal and Torres Strait Islander businesses on the Boral wide Preferred Supplier list.	Oct-2022	Procurement Manager – Sustainability & Indirects, Boral Australia



## Governance

Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP</b>	Maintain Aboriginal and Torres Strait Islander members on the RWG	Nov-2022	RWG Chairman
	Establish and apply Terms of Reference for the RWG	Nov-2020	
	Meet at least four times per year to drive and monitor RAP implementation	Nov-2020, 2021, 2022	
<b>Provide appropriate support for effective implementation of RAP commitments</b>	Define resource needs for RAP implementation	Dec-2021	RWG Chairman
	Engage our senior leaders and other staff in the delivery of RAP commitments	Oct-2022	
	Define and maintain appropriate systems to track, measure and report on RAP commitments	Oct-2022	
	Appoint and maintain an internal RAP Champion from senior management	Nov-2020	

Action	Deliverable	Timeline	Responsibility
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	Sep-2021, Sep-2022	RWG Chairman
	Report RAP progress to all staff and senior leaders quarterly	Feb-2021, May-2021, Aug-2021, Nov-2021, Feb-2022, May-2022, Aug-2022, Nov-2022	
	Publicly report our RAP achievements, challenges and learnings annually	Sep-2021, Sep-2022	Group Communications and Investor Relations Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	May-2022	National Indigenous Affairs Manager
<b>Continue our reconciliation journey by developing our next RAP</b>	Register via Reconciliation Australia's website to begin developing our next RAP	May-2022	National Indigenous Affairs Manager

**For more information, contact:**

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