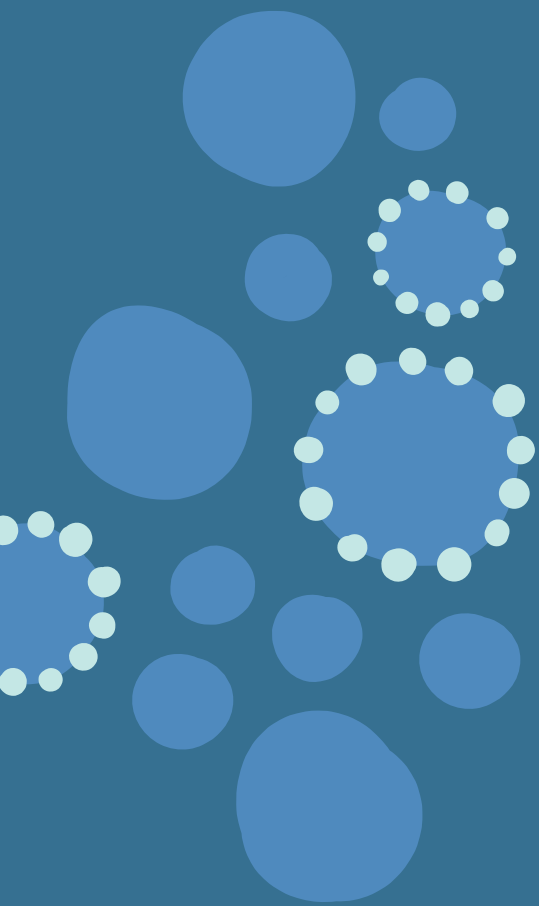


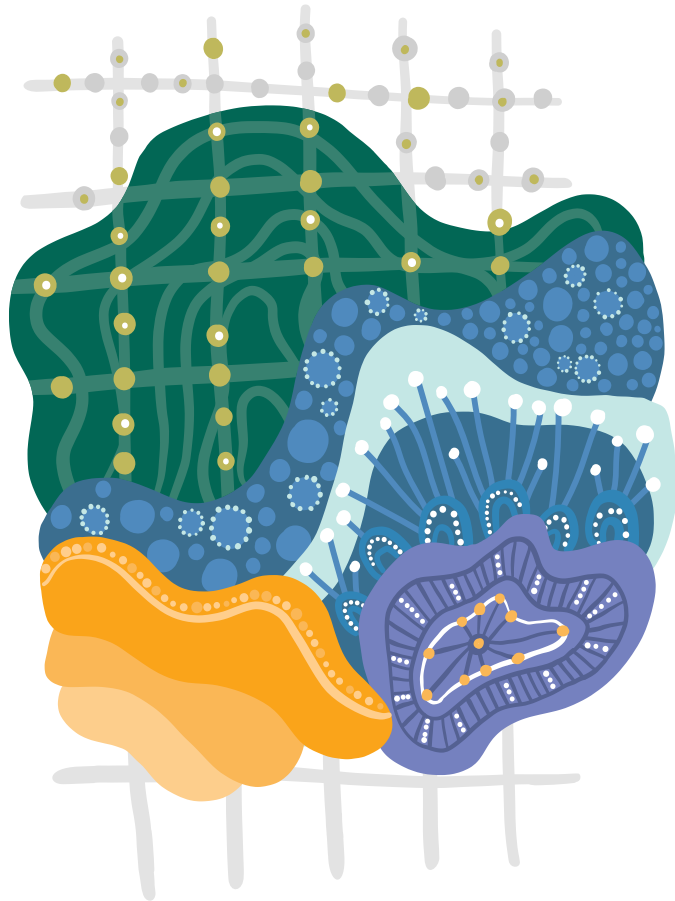


Reflect Reconciliation Action Plan

May 2019 – May 2020



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.



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.



Message from Boral's CEO & Managing Director

The development of Boral's Reflect Reconciliation Action Plan (RAP) conveys our ambition to advance our reconciliation journey.

We have worked to progress the causes of Aboriginal and Torres Strait Islander peoples for more than 15 years. Adopting Reconciliation Australia's RAP program provides a framework to support our commitment to broaden and strengthen the ways in which we can improve the prosperity, and social and cultural wellbeing of Aboriginal and Torres Strait Islander peoples and communities.

Our vision is for all our people to respect and embrace the proud heritage of Aboriginal and Torres Strait Islander peoples, and to actively promote opportunities for Aboriginal and Torres Strait Islander peoples, places and relationships in our operations and local communities across Australia.

This RAP sets out clear, actionable commitments for the next year across the key pillars of reconciliation: relationships, respect and opportunities. It aspires to establish a consistent and robust approach from which to progress our reconciliation efforts.

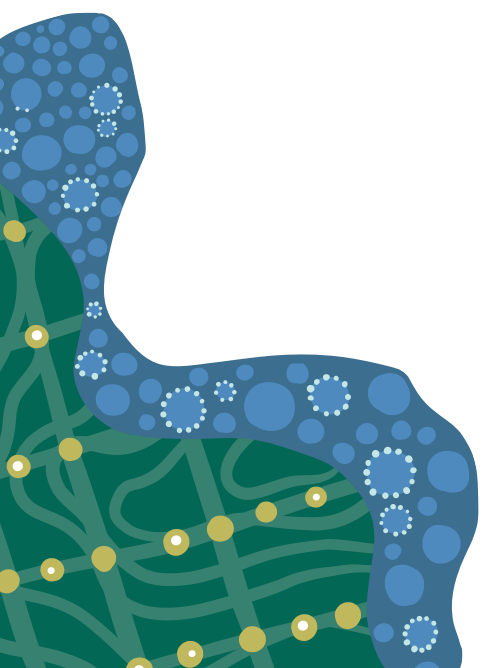
We aspire to be an employer of choice for Aboriginal and Torres Strait Islander peoples. We intend to further expand the participation of Aboriginal and Torres Strait Islander businesses in our supply chain, with our membership of Supply Nation invaluable to these efforts. And through our substantial land footprint across Australia, encompassing more than 400 operating sites, we aim to broaden and strengthen our engagement with Aboriginal and Torres Strait Islander communities to preserve and protect our shared cultural heritage.

We intend to continue to improve our approach to reconciliation as we build on our successes, report on our progress and set new more ambitious goals through future RAPs.

I look forward to furthering the contribution Boral can make to reconciliation as we embed our RAP commitments across our Australian businesses.

A handwritten signature in black ink that reads "Mike Kane". The signature is fluid and cursive.

Mike Kane
CEO & Managing Director





Message from Reconciliation Australia's CEO

Reconciliation Australia is delighted to welcome Boral to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, Boral joins more than 1,000 dedicated corporate, government and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community – governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities – have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides Boral with a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, Boral will lay the foundations for future RAPs and reconciliation initiatives.

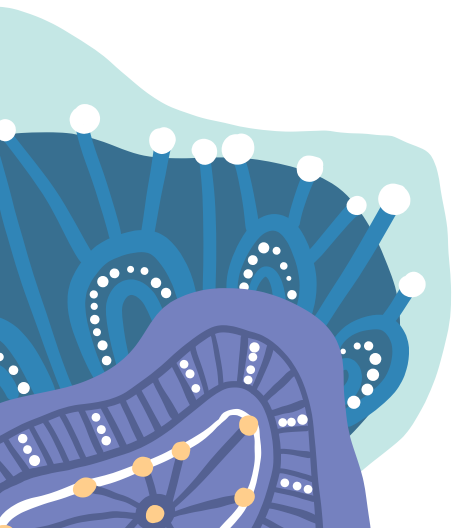
We wish Boral well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

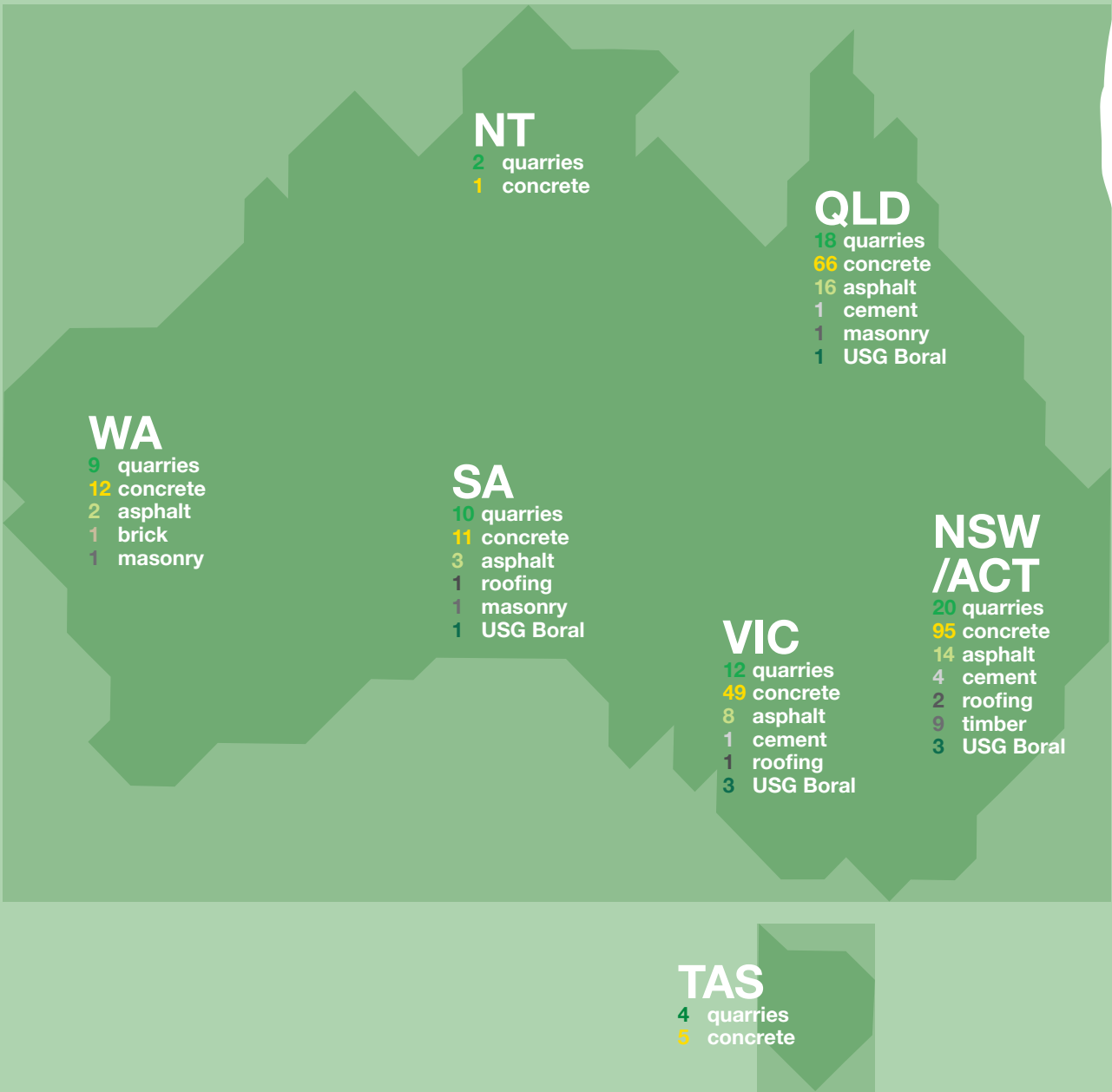
“Reconciliation is hard work – it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend Boral on its first RAP, and look forward to following its ongoing reconciliation journey.

A handwritten signature in blue ink, appearing to read 'Karen Mundine'.

Karen Mundine
Chief Executive Officer





Our business

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

In Australia, we are the country’s largest construction materials company with operations across all states and territories. We provide concrete, quarry products, asphalt, cement, concrete placing, bricks, plasterboard, roof tiles, timber and masonry for constructing infrastructure and residential and commercial buildings.

We also have operations in the USA through our Boral North America division, and in the Asia and Pacific region through our 50% interest in the USG Boral plasterboard joint venture. In all, we employ more than 17,000 people worldwide.

In Australia, Boral has more than 7,000 employees working across more than 450 locations¹. As part of our RAP commitments, we will identify how many Aboriginal and Torres Strait Islander peoples we employ, to further inform professional development and employment opportunities within the Company.

¹. Includes joint venture sites. Includes clay pits, transport, recycling, R&D, distribution and administration sites.

Our journey and reconciliation vision

Boral is committed to reconciliation and we have championed the causes of Aboriginal and Torres Strait Islander peoples in our operations for many years. In 2005, we developed our first Aboriginal Employment Strategy. In 2006, we launched our Indigenous Employment Plan, in conjunction with the Australian Government and Aboriginal and Torres Strait Islander communities.

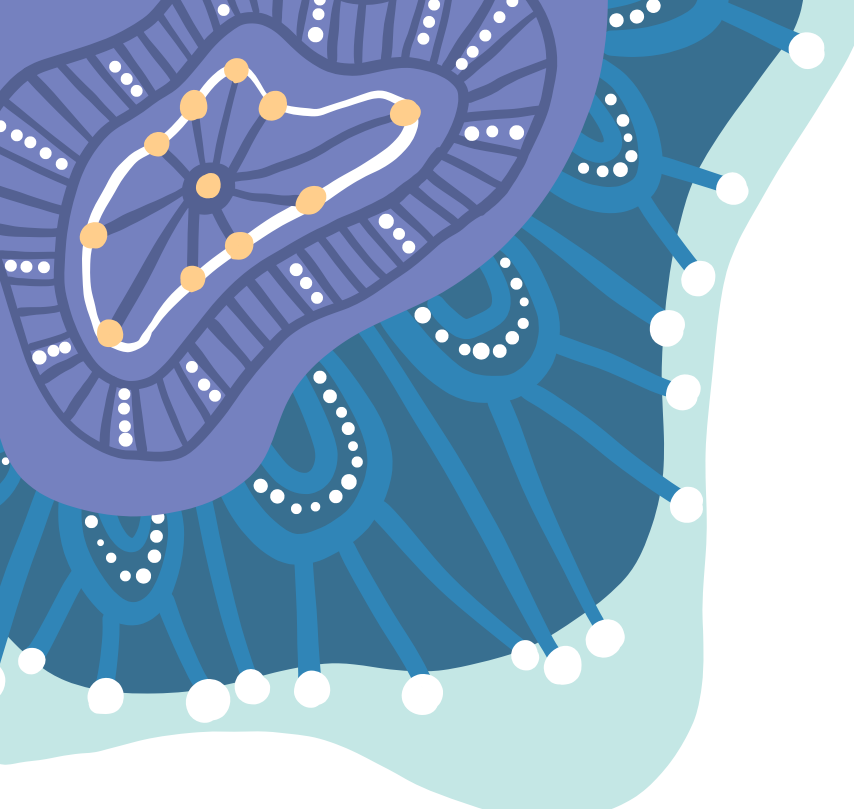
This Reflect RAP conveys our commitment to adopt Reconciliation Australia's RAP program to advance our reconciliation efforts. It provides a consistent and robust foundation for setting new goals and initiatives through future RAPs.

We are using this RAP to further strengthen our relationships with Traditional Owners, and to grow our partnership approach with Aboriginal and Torres Strait Islander peoples, communities, programs and organisations. It is designed to strengthen cultural awareness, encourage staff participation, and develop opportunities for Aboriginal and Torres Strait Islander peoples.

This RAP provides a consistent approach to achieving high standards for all Boral's Australian operations relating to Aboriginal and Torres Strait Islander activities. Currently, Boral has areas of excellence, but could do things better in relation to reconciliation in some parts of the business.

The next steps are to coordinate and report on relevant projects and initiatives for all our Australian businesses; to share responsibility with our people more broadly; and to continue developing opportunities to empower Aboriginal and Torres Strait Islander people and communities.

Boral's RAP champions include Boral Australia's Executive General Manager – Southern Region, who is also Boral's Diversity & Inclusion Council Chairman, and our National Indigenous Affairs Manager. They will be responsible for driving and coordinating our RAP commitments. In addition, we will establish a RAP Working Group as one of our RAP commitments, which – together with the Australian Leadership Team and the Diversity & Inclusion Council – will support the implementation of our RAP deliverables.



Our partnerships

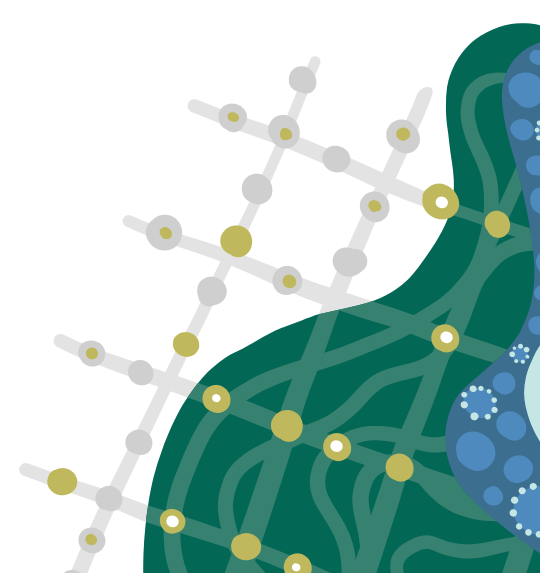
Boral has a Statement on Aboriginal and Torres Strait Islander Employment, and an active Diversity & Inclusion Council that champions all diversity at Boral, including Aboriginal and Torres Strait Islander diversity.

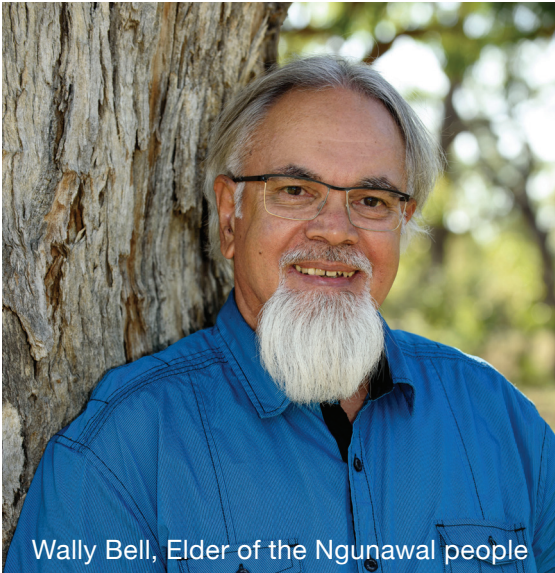
We have worked with many Aboriginal and Torres Strait Islander communities nationally, on projects that support effective community representation for site-specific projects.

Where Boral has obligations under federal, state and territory government Indigenous procurement policies, we include Aboriginal and/or Torres Strait Islander community representatives on the contracts and tenders teams when we discuss supplying materials and spending on projects.

We are a corporate gold member of Supply Nation. This helps us procure goods and services from Aboriginal and Torres Strait Islander businesses. This supports Boral's spending on new contracts and projects to meet our obligations under relevant government Indigenous procurement policies. We are also establishing procurement criteria for our everyday spending, to ensure the inclusion of Aboriginal and Torres Strait Islander businesses in our supply chain.

Since 2003, we have supported Bangarra Dance Theatre through our community partnership program, helping to further the understanding of Aboriginal and Torres Strait Islander history and traditions through the arts.





Wally Bell, Elder of the Ngunawal people

Protecting our shared cultural heritage

Boral Australia's Property Group and staff at our sites work closely with Aboriginal and Torres Strait Islander peoples to protect Australia's cultural heritage. Some of our sites are subject to Cultural Heritage Management Plans.

Peppertree Quarry, NSW

Wally Bell is an Elder of the Ngunawal people, and his clan group is the Yharr from Yass in NSW. He is involved in the Buru Ngunawal Aboriginal Corporation, which for more than a decade has been providing guidance on protecting cultural heritage at Boral's Peppertree Quarry in Marulan in NSW.

"The land [at and around the quarry] is very special to Aboriginal people and a place of spiritual significance, having been an important meeting place to source hard rock for tool-making," says Wally.

In 2006, when Boral began assessing the site, representatives from the Buru Ngunawal Aboriginal Corporation, the Ngunawal Heritage Aboriginal Corporation and the Pejar Local Aboriginal Land Council were invited to participate in an initial Aboriginal heritage study. The study identified a substantial number of significant areas.

Since then, Wally and other representatives of the Traditional Owners of the land have been undertaking sub-surface salvage and topsoil monitoring across a large area of the site.

They have salvaged and identified nearly 100,000 Aboriginal artefacts from various locations at Peppertree Quarry. An Aboriginal Heritage Management Plan provides the framework for protecting and conserving Aboriginal cultural values at the site.

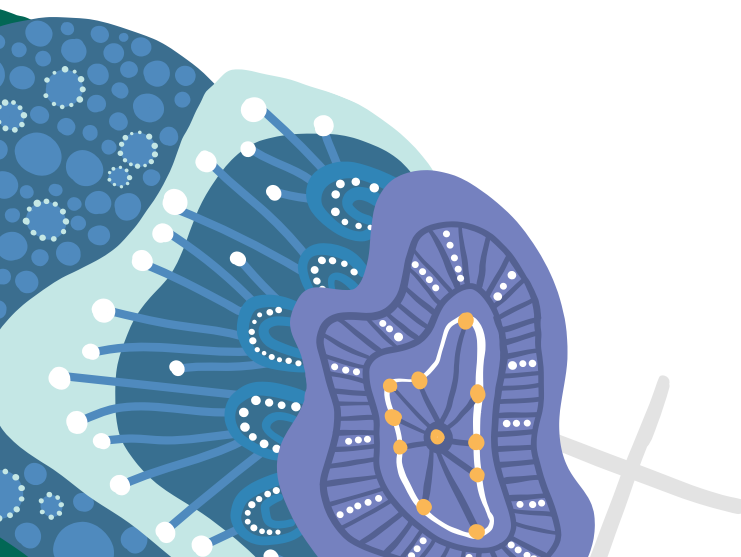
"Boral's team has been very supportive of our work at and around the quarry, not restricting the timeframe for us to do a thorough job," Wally says.

"Their team has also learned what an artefact looks like, at times helping our digging efforts. I take the opportunity whenever possible to talk about our culture to the team."

Wally is passionate about building a wider awareness and understanding of Aboriginal culture across the community, so it can be protected and preserved.

"It's important to understand how diversified our culture is and that there are many Aboriginal and Torres Strait Islander cultures across Australia."

"I'm pleased to see Boral committing to further affirmative action in regards to reconciliation, particularly in raising cultural awareness and providing employment opportunities. I look forward to them reporting on their progress."



Ormeau Quarry, Queensland

At our Ormeau Quarry, we initiated an Aboriginal Cultural Heritage Walk Over in 2013, before beginning work on a proposed pit expansion. In 2013 and 2018, Aboriginal Cultural Heritage Surveys were undertaken by trained experts and representatives of Jabree Limited, the registered body representing the traditional owners of the area – the Yugambah people.

More than 470 Aboriginal artefacts have been recovered to date, including flaked stone and a core fragment, as well as charcoal samples, which are evidence of habitation. Some material samples were carbon dated by the University of Waikato Radiocarbon Dating Laboratory, and one artefact returned a date of late 1600s. The site represents part of a greater story of culturally and spiritually significant places across the Gold Coast region.



Dunmore Quarry, NSW

A scarred tree was found at our Dunmore Quarry, in 1992. Scarred trees are the result of Aboriginal people removing bark from a living tree for use in structures and other items such as shelters, canoes and sculptures. As such, they hold local Aboriginal significance.

We held extensive consultations with five local Aboriginal groups, including the Northern Illawarra Aboriginal Collective, the Korewal Elouera Jerrungarugh Tribal Elders Aboriginal Corporation and the Wodi Elders Corporation. We also conducted various archaeological investigations before initially relocating the 150-year-old tree to a protected area within the quarry in 2008. In 2013, we moved the tree to its final location in Killalea State Park, where it was presented to the public in an official 'Close the Gap' ceremony in 2015.

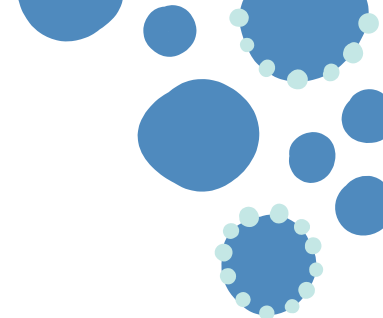


The tables on pages 12 to 19 outline our actionable commitments for 2019–20 across the key pillars of reconciliation: relationships, respect and opportunities. These deliverables establish a consistent and robust framework from which to further develop our reconciliation efforts going forward. We intend to report our progress on these deliverables in our next RAP.

Relationships

We are 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 their culture.

Action	Deliverable	Timeline	Responsibility
Establish a RAP Working Group (RWG)	Form a RWG comprised of Aboriginal and Torres Strait Islander peoples and decision-making staff members from across the organisation, and appoint a chairman to support the implementation of our RAP	June 2019	National Indigenous Affairs Manager and Boral Australia Executive Human Resources General Manager
	Meet at least twice a year to monitor and report on the implementation of our RAP commitments	July 2019, November 2019	
	Establish terms of reference for the RWG	July 2019	
Build internal and external relationships	Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations, including those we currently work with, to connect with on our reconciliation journey	July 2019	National Indigenous Affairs Manager
	Develop a list of RAP organisations and other like-minded bodies we could approach to connect with on our reconciliation journey	July 2019	National Indigenous Affairs Manager and Diversity & Inclusion Council Chairman
	Align Boral's RAP with our Diversity Policy	September 2019	National Indigenous Affairs Manager
	Develop a Working with Aboriginal and Torres Strait Islander Communities Policy to ensure that our people work respectfully with Aboriginal and Torres Strait Islander peoples and communities	October 2019	National Indigenous Affairs Manager
	Share an Aboriginal and Torres Strait Islander story in every edition of <i>Boral News</i> , focusing on how Boral is working with Aboriginal and Torres Strait Islander communities	December 2019	National Indigenous Affairs Manager



Action	Deliverable	Timeline	Responsibility
Participate in and celebrate National Reconciliation Week	Circulate Reconciliation Australia's National Reconciliation Week resources and Boral's reconciliation materials among our Australia-based staff	April 2020	RWG Chairman and National Indigenous Affairs Manager
	Encourage our staff to attend a National Reconciliation Week event	May 2020	
	Ensure our RWG participates in an event to recognise and celebrate National Reconciliation Week	May 2020	
Raise external and internal awareness of our RAP	Publish the RAP on Boral's website	May 2019	National Indigenous Affairs Manager
	Develop and implement a plan to raise awareness of our RAP commitments among our Australia-based staff	September 2019	RWG Chairman
	Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities under our RAP	September 2019	RWG Chairman
	Develop and implement a plan to raise awareness among Boral's customers about our RAP commitments	March 2020	National Indigenous Affairs Manager
	Promote and encourage partner organisations to develop a RAP	March 2020	National Indigenous Affairs Manager

Respect

We are committed to deepening mutual respect and trust by raising cultural awareness and understanding of Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
Investigate Aboriginal and Torres Strait Islander cultural learning and development	Develop a plan for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation	September 2019	RWG Chairman and National Indigenous Affairs Manager
	Review cultural awareness training needs within our organisation, including determining the current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements among Boral's Australia-based staff	March 2020	National Indigenous Affairs Manager, and Boral Learning and Development team
Develop a cross-cultural awareness training package for Boral staff	Update and further develop the current Boral cross-cultural awareness training package, focusing on Aboriginal and Torres Strait Islander peoples, cultures and histories	October 2019	National Indigenous Affairs Manager
	Ensure the cross-cultural awareness training package is available online for Boral managers and staff	December 2019	National Indigenous Affairs Manager, and Boral Learning and Development Manager



Action	Deliverable	Timeline	Responsibility
Participate in and celebrate National Aboriginal and Torres Strait Islanders Day Observance Committee (NAIDOC) Week	Allocate a budget towards opportunities that allow Boral businesses or work locations to apply to hold a local NAIDOC Week event, or to send staff members to attend an event	June 2019	National Indigenous Affairs Manager
	Raise awareness and share information about NAIDOC Week among our Australia-based staff, including information about the local Aboriginal and Torres Strait Islander peoples and communities	June 2019	National Indigenous Affairs Manager
	Introduce our Australian-based staff to NAIDOC Week by promoting local community events across our Australian operations	July 2019	National Indigenous Affairs Manager
	Ensure the Boral RWG participates in one external NAIDOC Week event	July 2019	RWG Chairman
	Consult with an Aboriginal and Torres Strait Islander community about holding an internal NAIDOC Week event	July 2019	RWG Chairman
	Develop a project at a Boral site that incorporates the NAIDOC Week 2019 theme	July 2019	RWG Chairman and selected site managers
Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	Develop and implement a plan to raise awareness and understanding of the meaning and significance of Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols)	November 2019	National Indigenous Affairs Manager and selected site managers
	Scope and develop a list of local Traditional Owners of the lands and waters in our organisation's sphere of influence	February 2020	National Indigenous Affairs Manager

Tony Marinoff, Plant Operator,
Boral Asphalt



Changing lives through employment and training

Tony is a spray sealer with Boral Asphalt in Geelong, Victoria. He is a Mawinia man from Hobart in Tasmania, who grew up in Footscray and moved to Geelong in his teens.

At the age of 28, Tony is excited about his career possibilities, having recently been promoted to acting team leader of an asphalt crew. He is also training to become an asphalt spray truck operator, and has undergone training through Boral's registered training organisation.

It's a long way from where Tony was seven years ago. He left school at the age of 16, and was unemployed after moving in and out of jobs. He also began getting into legal and financial trouble.

With the help of the Whitelion Employment Program, an employment placement and support service for marginalised young people, Tony's mum convinced him to apply for a job in Boral Asphalt's Geelong business.

"My first 12 months [working at Boral] were hard and a big adjustment. I had to grow up a lot, but my whole crew really helped me along – they were like family," says Tony.

"Over time, my crew and management started giving me more responsibility. Their faith in me really boosted my self-confidence."

Tony is proud of his achievements and grateful for opportunities to build his skills. He now has a semitrailer driver licence, a dangerous goods driver licence, and spotter and first aid certificates.

"Getting a job at Boral changed my life dramatically. I'm now paying off a mortgage, I own my ute and I'm part of a great team. I'm also lucky to work alongside my younger brother, Marley, who joined our crew two years ago."

Today, Tony is keen to encourage other Aboriginal and Torres Strait Islander youth to join Boral and be an example of how they can turn their lives around through employment and training opportunities.

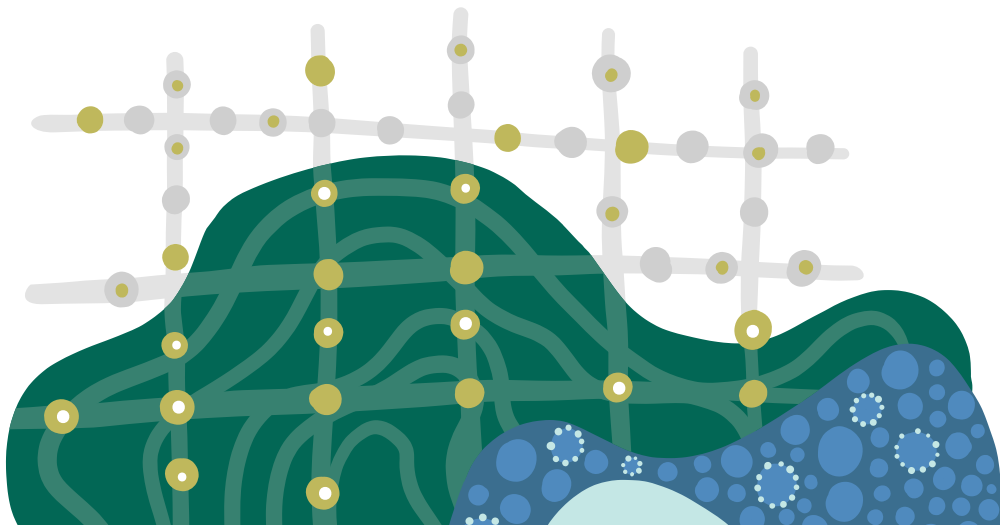
"If I can do it, I'm certain others can do it too."

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.

Action	Deliverable	Timeline	Responsibility
Investigate Aboriginal and Torres Strait Islander employment opportunities	Employ an Indigenous Recruitment Officer to assist with placing Aboriginal and Torres Strait Islander people in jobs at Boral	August 2019	National Indigenous Affairs Manager and Boral Recruitment Team Manager
	Develop a plan for increasing opportunities for Aboriginal and Torres Strait Islander employment at Boral	September 2019	National Indigenous Affairs Manager
	Identify current Aboriginal and Torres Strait Islander staff members to inform future employment and development opportunities	December 2019	National Indigenous Affairs Manager
Investigate the diversity of suppliers to ensure that Aboriginal and Torres Strait Islander suppliers are properly represented	Continue Boral's commitment to Supply Nation	June 2019	Boral Procurement Manager
	Review Boral's Indigenous Procurement Policy, ensuring diversity among our suppliers and the inclusion of Aboriginal and Torres Strait Islander suppliers in our supply chain	July 2019	Boral Sales and Contracts teams, and National Indigenous Affairs Manager
	Align Supply Nation with contract and major project teams, to educate members and ensure that we meet or exceed our obligations under federal, state and territory government Indigenous procurement policies	August 2019	National Indigenous Affairs Manager
	Develop an understanding of the mutual benefits of procuring from Aboriginal and Torres Strait Islander-owned businesses	March 2020	National Indigenous Affairs Manager and Boral Procurement Manager

Action	Deliverable	Timeline	Responsibility
Investigate opportunities to increase Aboriginal and Torres Strait Islander employment through Boral's graduate programs	Ensure opportunities for Aboriginal and Torres Strait Islander people are included in all Boral graduate and scholarship programs	September 2019	National Indigenous Affairs Manager
	Seek opportunities to offer more scholarships to Aboriginal and Torres Strait Islander people	September 2019	Boral Learning and Development team
Explore opportunities to increase Boral's support for leadership development for young Aboriginal and Torres Strait Islander people through existing corporate community partnerships	Meet with Boral's corporate community partners to identify new opportunities to increase Boral's support for young Aboriginal and Torres Strait Islander people	September 2019	National Indigenous Affairs Manager and Group Communications team
	Where opportunities align, develop plans to incorporate opportunities for young Aboriginal and Torres Strait Islander people in corporate community partnership agreements and programs	October 2019	Group Communications team



Governance and tracking progress

We are committed to delivering against our RAP commitments, and setting new goals to further advance our efforts in making a meaningful contribution to reconciliation.

Action	Deliverable	Timeline	Responsibility
Build support for the RAP	Define the resources needed to implement the RAP	June 2019	RWG Chairman
	Complete the annual RAP Impact Measurement Questionnaire and submit this to Reconciliation Australia	September 2019	National Indigenous Affairs Manager
	Define current Boral systems and capability needs to track, measure and report on RAP activities	October 2019	RWG Chairman
Review and refresh the RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	December 2019	National Indigenous Affairs Manager
	Submit the draft RAP to Reconciliation Australia for review	January 2020	
	Submit the draft RAP to Reconciliation Australia for formal endorsement	April 2020	

For more information:

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Email: vince.scarcella@boral.com.au

