

# Boral in the news

## New Marulan Quarry Approved

Final step in NSW Quarry Strategy

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Cover: Boral's Emu Plains Quarry, NSW.

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## My say

### We must improve contractor safety management

In recent weeks, considerable Management Committee attention has been given to reviewing contractor safety management in Boral. We have been thinking about how to re-focus efforts to improve our contractor safety and closely examining the challenges faced in this area.

Whilst our employee safety performance remains reasonably strong, our contractor safety performance is concerning. In financial year 2006 lost time injury frequency rate (LTIFR)<sup>1</sup> for contractors was 7.3 versus 3.1 for employees. In March, employee LTIFR was a pleasing 1.2 but contractor LTIFR for the month was 11.4. On a year-to-date basis, LTIFR for employees is 2.8 but for contractors is 90% higher at 5.3.

Despite our efforts to make safety the number one priority across the business and despite the reduction in injuries, we continue to experience tragic accidents that result in fatalities. The data indicates that contractors have a higher chance of being killed on the job than employees, particularly through vehicle accidents, electrocution, falls from heights, and accidents on construction sites.

Contractor safety management clearly brings challenges – it's a complex area. A contractor is a person other than an employee who is engaged by Boral to carry out work for Boral at any location, vehicle, site or office. Currently in Boral we engage approximately 5,000 full-time-equivalent contractors, or more than 10,000 individual contractors. Contractors may provide their services on a long-term full-time or part-time basis (such as maintenance contractors, lorry-owner drivers or installers); they can be engaged on a fixed term or project basis (such as engineers or labour hire for capital works or IT professionals for IT projects); they can undertake irregular work (such as repair tradesmen or casual labour hire); or, they can undertake regular work (such as cleaners or gardeners). Contractors might work in remote areas with few people or they may be a part of a team of contractors working on a job. They might know Boral's operations well or they might be working on a site for the first and only time.

Despite the challenges of contractor safety management, our Health & Safety policy

clearly states that we are "...committed to providing safe and healthy working conditions for all people involved in our business including contractors, visitors and the general public." And importantly all Australian States & Territories, and overseas countries where Boral operates, have OH&S legislation and regulatory requirements which detail the OH&S responsibilities of employers towards their employees. This duty of care extends to non-employees who perform work on Boral premises or on behalf of Boral or under the direction of Boral. That means that engaging contractors to perform work for a Boral company does not negate our responsibility under OH&S legislation.

To live our values, we must treat contractors and employees in exactly the same way for OH&S purposes. We therefore need to systematically consider our current practices and processes, including selection, induction and supervision of contractors, to ensure this can happen. We are doing this within each division and a cross-divisional working group has been established to share learnings across the group.

I urge all of you to give greater focus to the safety management of contractors in your business.

#### A lot to keep us busy

I hope you enjoy this edition of Boral in the News. It's a good reminder of some of the numerous activities that take place across Boral, including growing our quarry business to strengthen our leading resource position; responding to governments on climate change issues; managing health, safety and employee development; supplying customers with sustainable building solutions; and, working with our community partners.

As always, please feel free to drop me a line if you have any queries or feedback at [rod.pearse@boral.com.au](mailto:rod.pearse@boral.com.au).

Kind regards,  
Rod Pearse

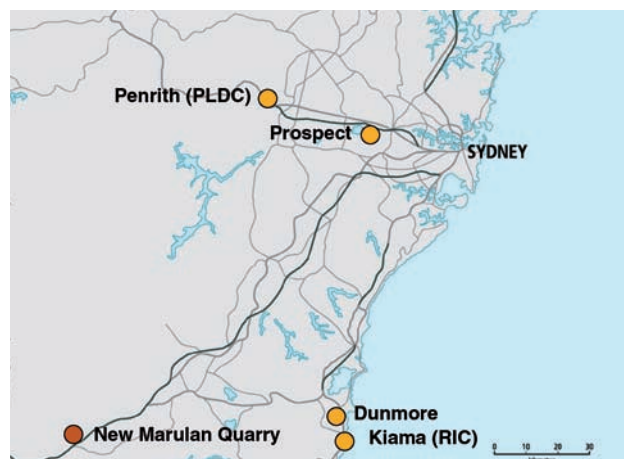
<sup>1</sup>Per million hours worked.





# Boral strengthens its leading resource position

The New South Wales Government has granted approval for Boral to establish a new hard rock quarry at Marulan, about 175 kilometres southwest of Sydney. It will be opened on 650 hectares of land which the company acquired in 2005/06.



“Developing this new hard rock quarry is the final part of our NSW quarries strategy,” said Tony Charnock, Regional General Manager, Australian Construction Materials, NSW.

“We are extremely pleased to have received government and community support for it. The quarry is not only strategic for Boral, but extremely important for the local area and the Sydney building and construction industry.

“It strengthens our ability to provide cost effective construction materials to the Sydney market,” he said.

In recent times, Boral has built leading positions in quarrying throughout Australia. In New South Wales in particular, the company has invested around \$60 million in its quarry operations in only about three years.

“In New South Wales, our strategy is to ensure we have a continuous, cost-effective

supply of aggregates after the Penrith Lakes quarries in Sydney’s West close; probably around 2012 or 2013,” said Tony.

“We are also preparing for the closure of our 100-year-old Prospect Quarry in western Sydney. It is nearing the end of its quarrying life and being transformed into residential and commercial land developments.

“In 2004/05 we upgraded our Dunmore Quarry to 2.5 million tonnes per annum and also obtained approval to expand the Peats Ridge Quarry to 800,000 tonnes annually.

“We also acquired two strategically valuable sand operations at Dunmore and Penrose. Dunmore Sand provides Boral with a particularly good set of synergies, being next to our hard rock resource at Dunmore and on rail. It has sufficient consented reserves for 15 to 18 years depending on the output, plus a further 20 years worth of reserves for which consent has not yet been sought,” he said.

The new Marulan site has the advantage of being located alongside the existing Blue Circle Cement rail spur, which means that 100% of the product will be railed to Sydney. At 3.5Mtpa, this will remove 250,000 truck movements annually off the road and thereby reducing GHG emissions by well over 5,000 tonnes of CO<sub>2</sub>.

The quarry will be industry best practice in terms of sustainability, it will be self sufficient in water in the majority of operating conditions and to reduce fuel consumption, Boral is investigating the merits of replacing the load and haul fleet with in-pit crushing and haulage by conveyor to the processing plant. In addition, as part of the development we will be rehabilitating at least 12 ha of poorly maintained bushland back to the original Box Gum Woodland.

Operations are expected to start in 2012, following an 18-month construction period.

# Chinese delegation impressed with plant

The Australian Cement Industry Federation (of which Boral through BCSC is a member) recently hosted a delegation from the Chinese cement industry. The delegation was in Australia, visiting as part of the Asia Pacific Partnership on Clean Development and Climate (AP6).

The AP6 members (Australia, China, India, Japan, Republic of Korea and the United States) meet to address energy, climate change and air pollution issues, with an 'eye' on economic development. The group is particularly interested in practical ways to develop and spread the use of low-emissions technologies.

The Chinese were briefed on a potential electricity cogeneration project at Blue Circle's plant at Berrima, which is designed to both recover waste heat and generate electricity. If it goes ahead, it could reduce greenhouse gas emissions there by up to 46,000 tonnes of CO<sub>2e</sub> per year.

Apart from visiting Berrima, the Chinese delegation also went to Victoria, Brisbane, Wollongong and Canberra where they



Zuo Zhenjun (Senior Engineer; China International Engineering Consulting Corporation); Kong Xiangzhong (Secretary General China Cement Association); Stuart Ritchie (Cement Industry Federation); Liu Ming (Deputy Director, Office Of Rare Earth, National Development & Reform Commission); Robyn Bain (Cement Industry Federation); Bob Reid (Cement Australian, Chair of Cif Sustainability Task Force); Sui Tongbo (Vice President, Professor China Building Materials Academy); Niu Yanlin (Vice President & General Manager Sinoma International Engineering Co Ltd).

discussed several alternative fuels projects including the use of sewage sludge as a fuel, cement standards and using slag from iron and steelmaking in cement manufacture.

As is to be expected, the Chinese cement industry dwarfs that of Australia – in 2006 producing 1,240 million tonnes of cement (over half of the world's production), compared with Australia's nine million tonnes.

To reduce greenhouse gas emissions, the Chinese Government has set a 20% reduction target and is closing a very large number of the country's small inefficient plants.

Last year China commissioned 77 new modern 'Berrima-size' cement plants (Australia has five in total). In the last five years, the nation has commissioned more than 700 new cement plants – all of which use current 'best available' technology and have tight environmental controls.

The delegation said that it was impressed with the Australian cement industry's program to reduce greenhouse gases, which has achieved a 20% reduction of carbon dioxide emissions since 1990.

Further information on the AP6 is available on <http://www.ap6.gov.au>

## SEVEN YEARS 'LOST TIME' ACCIDENT FREE

Two depots operated by Boral Transport in New South Wales have each recorded more than 2,000 days free of accidents that have resulted in lost time. That represents more than seven years of operations for each of the depots, which are located at Port Kembla and Doyalson.

Andrew Rosengren, General Manager Transport, said that this showed everyone what could be achieved.

"It is a fantastic achievement for what has traditionally been an industry where lost time injury (LTI) performance has been very poor.

"Port Kembla is celebrating passing 2,000 days. However, Doyalson has now passed 2,400 days. These great safety records stand as a real tribute to the people who work from those depots," he said.

Regional Manager Doug Harris said that his entire region – covering the area from the Central Coast, through Sydney to the Illawarra – was recording good LTIs, but Port Kembla and Doyalson were exceptional.

"It's been a combination of factors.

- strong focus on safety since the mid-1990s
- a safety culture being built into the Enterprise Bargaining Agreements (EBAs)
- dynamic work by the safety committees
- upgrading of Port Kembla and Doyalson workshops
- small financial rewards for safety achievements by teams of drivers
- periodical benchmarking against other companies
- psychological testing of all of the drivers when they apply for jobs with the company – particularly assessing their attitude to safety and customer service."

Doug said that the testing program had been very important in evaluating applications. Sometimes only one-in-ten applicants was found to be really suitable,

so the standards had really been raised very substantially in recent years.

"About 130 drivers are employed in the region, however our LTI figures also cover the mechanics and the office staff.

"One of our drivers, Brian O'Neill, was particularly passionate about safety so, about nine years ago, we appointed him as Continuous Improvement Manager – a Mr Fixit of problems faced by the drivers.

"Over the years, there has not been much difference in loading procedures or other aspects of the work. The major difference is that everyone is now very much concerned about safety. They take it very seriously. They are proud of their achievements, which the LTIs show so dramatically," Doug said.



ACM Regional GM Tony Charnock, Transport GM Andrew Rosengren and Transport Southern Region Manager Doug Harris join the team at Port Kembla depot to celebrate their achievement of 2,000 days LTI free.



# Worldwide response needed to greenhouses gases

Although Boral has responded positively to the Australian State and Territory Government's National Emissions Trading Taskforce (NETTS) to consider the establishment of a national greenhouse gas emissions trading scheme, the company warns that Australia's initiative will not have any significant impact on emissions in the world unless it is part of a global response.

CEO Rod Pearse, in a letter to the Taskforce Cabinet Office, said that a primary requirement was a long-term strategy which included all of the world's major emitters of greenhouses gases.

He said it was essential that:

- any emissions trading scheme be national in scope and capable of being aligned with existing or emerging international schemes
- there should be one single national emissions trading scheme in Australia, which includes all greenhouse gases, and
- any Australian scheme, while it leads to reduced emissions, should protect

Australia's competitiveness and also demonstrates leadership on this issue.

Rod Pearse also felt it was important that any emerging national scheme should take in the current national and state-based schemes.

"Boral is very concerned with the costs associated with the numerous state-based compliance programs around Australia. Careful consideration must be given to ensuring low scheme overheads and a consistent national approach to measurement and verification of data collected," he said.

Boral has a vital interest in whatever form a proposed carbon trading scheme takes because, in manufacturing energy intensive products such as cement, lime and fired clay products in particular, the process emits large amounts of greenhouse gases each year.

The company also believes that "early recognition" is important so that company's

who have already been delivering emission reductions are not disadvantaged.

In the 2006 financial year Boral's Australian greenhouse gas emissions were approximately three million tonnes of which two thirds were due to cement production. However, since 1990 CO<sub>2</sub> emissions per tonne of cement has reduced by 15%.

Emissions trading is also a 'hot' topic in the USA, again significant to Boral as we are the biggest manufacturer of bricks there, operating kilns in 15 locations in eight states. Boral also has fired clay roof tile plants in California and Trinidad. As in Australia, states (in the north-east and on the west-coast of the USA) impatient with their Federal government are banding together and moving towards an emissions trading scheme, and there are also numerous trading scheme bills before the current Democrat dominated US Congress. Regardless of the country, the same issues and concerns regarding trading schemes need to be addressed.

## The search for the legless lizard

The Deer Park Quarry in Victoria needed to extend its quarrying to access additional stone resources, however, it was believed that the new area was also the home to the legless lizard – a threatened species that looks somewhat like a snake.

In order to gain State and Federal Government approval to work the quarry extension, it was necessary to trap and relocate these reptiles, a task that the Boral staff took on with considerable enthusiasm.

Rod Martini, Boral Metro Quarries Planning Manager, developed a management plan which, despite it being a relatively expensive exercise, demonstrated Boral's ongoing (indeed constantly growing) commitment to sustainable development.

Because the lizard is a threatened species, the main aim was to capture any lizards, record specific data and release them into the Northern Grassland away from quarrying activities.

Trapping was focused on a 'cell' about five hectares in area. This cell was then divided into four smaller areas, each of which had 100 traps and 600 metres of drift fence.

Holes were made in the drift fence at regular intervals and bucket 'traps' placed at each of these locations. The aim was for the lizards to walk along the fence line trying to get to the

other side, but eventually fall into one of these traps.

Originally 11 days of trapping were scheduled. If lizards were still being caught towards the end of the 11 days, trapping would continue.

However, despite the traps being checked twice daily, only one lizard was trapped; on day six. This lizard, a female, weighed about four grams and measured 271mm, that was eventually released to a more secure site.

Because she was the only lizard found, the trapping ended after the 11th day.

Paul Hillyer, General Manager Metro Quarries Victoria, paid tribute to the quarry staff for the role they had played in managing the biodiversity of the site.

"Our people genuinely feel good about protecting the local environment in the course of carrying out their normal duties of providing customers with quality materials," he said.

*(This article was researched by Lauren Trewin at Deer Park Quarry)*

### ABOUT THE LEGLESS LIZARD



The legless lizard has external ear openings, a fleshy tongue (not forked, like a snake) and has hind legs reduced to short, scaly flaps that lay along the base of the tail - traits not shared by the snake.

The family to which the striped legless lizard belongs to also has a voice box, which the lizard uses to emit high-pitched sounds when handled or in distress. Its habitat is in south-eastern Australia between Canberra, Ballarat-Bendigo and South Australia.

Mostly they are found in the grasslands of Victoria's western basalt plains. The species was once widespread but has declined in numbers over the last 100 years due to habitat loss. Currently, it is listed as 'threatened' under many international, Commonwealth, state and territory legislations.

## FUTURE TRENDS SHOWN IN SUSTAINABLE HOME

A home that eliminates the need for artificial cooling or heating, that is equipped with rainwater tanks, water-efficient fittings, energy efficient lighting and a solar hot water system seems to be an environmentalist's dream.

Well that dream is about to be realised when construction of a 'sustainable' home is completed at Hervey Bay, Queensland in the near future. The project is an initiative of the Queensland Government and follows the Smart Housing Design Guidelines.

Boral is playing a key role by donating the concrete used for the footings and the slab of the sustainable home which will initially be used as a demonstration home. Most of the other products being used in the home have also been donated by local businesses.

General Manager, Boral Country QLD, Evan Boone, said that Boral was an active member of the local community and, as such, had an important role to play in the betterment of the environment and in supporting local initiatives.

"This house shows the way of the future when it comes to sustainable living and we will all learn valuable lessons from it, which will flow on to other parts of Australia," he said.

The concrete slab uses a 'waffle pod system' which features styrofoam bricks. This system

allows concrete quantities to be specified more accurately, reducing waste. The air pockets created by the styrofoam form an insulating layer between the structure and the ground, making the sustainable home more energy efficient.

Its designer, Brisbane architect Mark Thomson, said that sustainable housing did not have to be more expensive than conventional housing and was "available to everyone".

Hervey Bay Mayor, Ted Sorensen, stressed the environmental benefits. "We can't keep wasting water and energy. It is very important to design buildings to save natural resources," he said.

When completed, the three-bedroom sustainable home will be open for the public for about six months, giving Boral Concrete and the other sponsors an opportunity to display their products and services until the home is sold.



*From left to right: Kirsty Winter - Hervey Bay City Council environment officer; Hon. Robert Schwarten MP - Minister for public works and housing; Ted Sorensen - Hervey Bay Mayor; Mark Thomson - Director, TVS Partnership Architects, looking at the plans of the Sustainable Home Project at the official launch, 7 December 2006.*



*Hervey Bay Mayor Ted Sorensen and Minister for Public Works and Housing the Hon. Robert Schwarten helping to plant a native garden at the official launch in preparation for the building of the new sustainable home at Torquay.*

## Boral in world-class environmental program

The system, in which Boral is a Foundation Partner, provides easily recognised symbols for certification in six areas - ecosystems, waste, energy, materials, water and community - allowing Queenslanders to identify and select developments with top environmental credentials.

It is believed to be the first environmental-rating tool in the world for residential developments.

National General Manager, Sales & Marketing Glenn Simpkin said that Boral was pleased to have an early association with this project because it was in line with the company's focus on environmental responsibility and sustainability.

"This exciting initiative is something that fills a long-felt need in public information. Now people can look at a development and know immediately what its environmental credentials are against well researched criteria. I sincerely hope that the program spreads quickly to other States in Australia," he said.

The technical standards used to measure EnviroDevelopment applications have been set by environmental, academic and industry

experts and represent the benchmark in current sustainable practices.

The first five residential developments to trial the system were presented with their EnviroDevelopment certification by Brisbane Lord Mayor Campbell Newman.

Three of them - The EcoVillage at Currumbin, Mebbin Springs (Northern NSW) and retirement-focused Redland Bay Leisure Life - were awarded certification in all six EnviroDevelopment sectors. The projects will now use the logos in their marketing.

Created by the Urban Development Institute of Australia (UDIA), Chief Executive Brian Stewart said that EnviroDevelopment certification would provide "unprecedented motivation for both homebuyers and developers to invest in environmental sustainability".

UDIA Queensland President Brent Hailey said he hoped the system would remove some of the confusion among the public as to how to assess developments which are advertised as sustainable.

"Queensland's water crisis and greater public exposure to messages about global warming

'EnviroDevelopment', which was launched in Queensland recently, is a ground-breaking rating system which allows new home buyers in that State to identify greener developments.



*Boral's National General Manager Sales & Marketing Development, Glenn Simpkin speaks at the launch of EnviroDevelopment in Queensland.*

through mainstream media (including Al Gore's 'An Inconvenient Truth') have boosted the public's desire for greater sustainability.

"We feel the time is right to enable an increasingly aware and motivated public to act on their concerns for the environment by making changes to daily lifestyle," he said.

Several other State branches of UDIA are investigating launching EnviroDevelopment, with UDIA Western Australia believed to be at an advanced stage of considering applying the system.



# 2007 'Learning Directory' released

If you would like to become a better leader, improve your computer skills, influence the safety of your workmates or gain access to best practice research, the Learning @ Boral directory can certainly help you.

The latest edition of the directory outlines more than 90 training programs, non-classroom-based training and development resources including eLearning, bookshops and self-paced learning.

All of the resources featured were selected or designed because of their alignment with Boral, and the company's business objectives and values.

The directory is one of many initiatives of the Learning@ Boral team, which provides learning and development solutions Boral-wide.

The directory is a valuable tool with particular use in Step 1 and 2 development discussions.

Copies are being made available at all sites. All of the directory information is also available at <http://www.boral.com.au/learningatboral/catalogue.html>



The graphic features a green geometric pattern at the top with the Boral logo. Below are two photographs: one of people participating in an outdoor team-building exercise on a log, and another of a group in a meeting room. A central banner lists the values: leadership | respect | focus | performance | persistence. Below this is a collage of five small images showing various workplace activities. At the bottom, the text 'Learning@BORAL Directory' is displayed.

## Record bowling effort benefits diabetes

Six lawn bowlers from the Goulburn Railway Bowling Club have broken the Guinness World Record for the longest non-stop game of lawn bowls.

The previous record of 144 hours was easily eclipsed by the team, which was sponsored by Boral.

The team bowled throughout a week of extremely high temperatures to achieve the new record of 150 hours and, through their efforts, also raised \$23,000 for Diabetes Australia NSW.

Michael Hogan, who works for Blue Circle Southern Cement, Marulan South, was both the spokesman for the group and the organiser of the event.

"It was a tremendous effort by all involved - not only the bowlers but also their support team, the general public and of course their families," he said.

"These events cannot happen without the support and sponsorship of companies such as Boral and it was very pleasing to go into this event knowing that we had Boral's support."



Left to right: Warren Guyer, Dave Almond, Tony Grovenor, Jeremy Barnes, Mick Hogan and Kyle Hogan.

# There's now a BEAP online

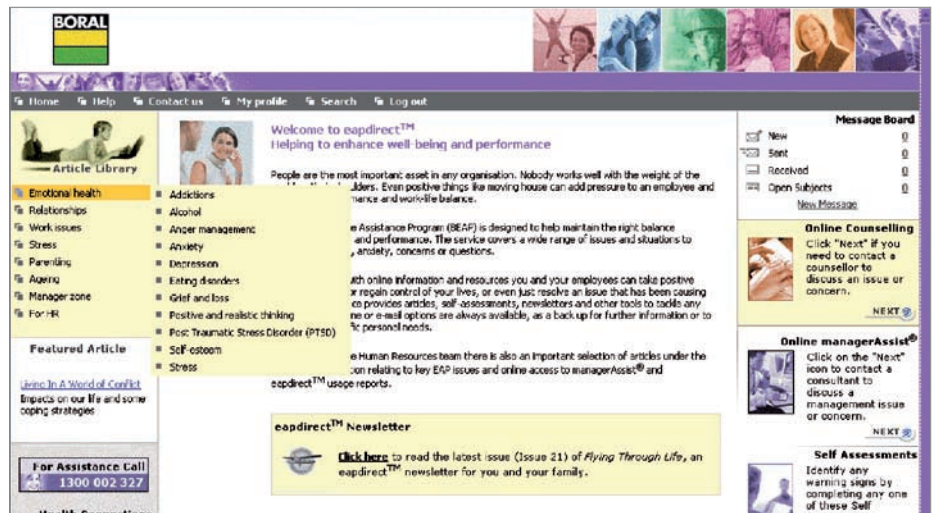
Since the Boral Employee Assistance Program (BEAP) changed over to a new provider in November of last year, over 100 people have taken advantage of the new 'eapdirect' online service. They also now have the opportunity to make contact with a counsellor either by phone or face-to-face.

The customised website features more than 500 articles either written or sourced by external provider Davidson Trahaire Corp psych (DTC). The topics range from parenting and eldercare to lifestyle and dealing with mental health issues.

Heather Armour, Boral's key contact for BEAP, said that tips were available on dealing with conflict, change or relationships either at home or work and gaining access to more specialised resources, if needed.

"These days, with the internet being so open to abuse, it's reassuring to know the site is secure and that all the eapdirect content has been either written or at least checked out, by DTC's professionals," she said.

"Eapdirect also features a series of self-assessments on a wide variety of issues. Each of them can be completed in a few minutes and, once all questions are answered, you can receive quick and concise feedback by clicking on the 'interpret' button or reading the instructions at the bottom.



"DTC tells us this is the most popular part of the site. This is understandable, given that most people appreciate feedback and, with this, you can get it as often as you like – and it's just between you and the computer.

"Eapdirect can also send a secure email to a counsellor. This could be a simple question which, in the past, you may not have thought warranted a call to set up a counselling appointment. For many people this is the end of the issue, but for others it could lead to them accessing help for something that is a lot more serious than they first thought," said Heather.

David Orr, DTC Account Manager for BEAP, says that eapdirect brings BEAP within the reach of many more people.

"It encourages Boral's employees and their families to take a greater responsibility for

their own wellbeing, helping us to get advice sooner rather than later, all in complete confidence and in the knowledge you're dealing with professionals," he said. "Boral employees and family members can access eapdirect as often as they like."

To access eapdirect you must first register by:

1. going to [www.boral.com.au/beap](http://www.boral.com.au/beap), clicking on "new user"
2. when prompted, enter the Boral User name: boralmgr and password: mgrpwd.
3. then fill in all the boxes and set your own unique personal user name and password.

For urgent assistance or to make an appointment, you should still call BEAP on 1300 00B EAP (1300 002 327).

## TEENAGERS TAKE OVER TARONGA

Taronga Zoo recently showcased its innovative youth program, Boral YATZ (Youth at the Zoo) at its annual YATZ Eco Fair.

Boral YATZ is a fun, educational program for 13 to 19 year olds who are keen to improve their local environment while increasing their knowledge of environmental issues, wildlife and the important roles zoos play in society.

The program allows teenagers to be involved in dynamic environmental projects such as the protection and recovery of threatened Australian species, zoo keeping activities and fundraising for conservation.

Some of the Boral YATZ-day activities included native Australian animal encounters, bee hive splitting, aboriginal dreaming workshops, recycling and bush regeneration, responsible pet care and making 'enrichment' toys for some of Taronga's 2,000 animals.

YATZ Coordinator Lucinda Cveticanin said, "It is really encouraging to see so many young people interested in learning about and protecting the environment.

"With many environmental issues coming into focus, it is vital that upcoming generations start building their environmental and conservation knowledge and gain an understanding of how to use these skills practically," she said.



Left: Michelle Ollsson introduces a Zoo visitor to a bearded dragon.



Right: Isobel O'Brien, Abigail Greenfield and Warrick Angus conduct ice-cream sampling with native honey from the Backyard to Bush native bee collection.



# Bangarra tells 'True Stories' in 2007

Bangarra Dance Theatre, which is supported by Boral, has developed an outstanding reputation for the originality and quality of its work, and is regarded as one of the most exciting contemporary dance companies in Australia. It is also one of the nation's leading performing arts 'exports'.

It now takes yet another leap forward with its latest work - a double bill entitled 'True Stories', which explores "... the unending inspiration of Australia's indigenous culture".

In this, the company enters new territory with the choreography of award-winning Frances Rings linked with Elma Kris making her main stage debut.

The first, Emeret Lu or 'Very Old Things' explores the passion and energy of the traditional people of the Torres Straits fuelling an exhilarating new work by Elma Kris. She explores her people's love of the land, the sea and of each other with an exuberance handed down from generation to generation. The power and the excitement of

dances celebrating rain, wind, hunting and human desire mingle with the charm of the spiritual to create an uplifting work of lasting imagery and a thrilling experience of a fascinating and little known culture.

X300 recalls the 1950s series of atomic explosions conducted at Maralinga - Tjarutja traditional lands. The code name of the test site was X300. Frances Rings' new work powerfully and spectacularly explores a landscape assumed vacant and cleared of occupation but which in reality became a contaminated desert which poisoned the people. Rings' work is known for its theatricality and inventiveness. X300 will bring Australian audiences a memorable evening of lasting imagery.



**BANGARRA**  
dance theatre

#### Dates and Venues 2007

- The Arts Centre, Melbourne, 17-26 May
- Queensland Performing Arts Centre, Brisbane, 7-16 June
- Illawarra Performing Arts Centre, Wollongong 21-23 June
- Canberra Theatre Centre, Canberra, 28-30 June
- Civic Theatre, Newcastle, 12-14 July
- Sydney Opera House, 2 August-1 September

## Hotel school provides opportunities in Thailand

Soon after the devastating 2004 Boxing Day tsunami, World Vision Thailand was approached by the Provincial Government of Phang Nga and the Vocational Education Authority to build a hotel school at Tai Mang.

The location chosen is halfway between the very popular hotel and resort areas of Phuket and Kao Lak and the school will train young adults from poor families in the hospitality industry - which was destroyed in the region by the tsunami.

At the same time, discussions were being held in Australia between Boral and World Vision to work out how best to use Boral's tsunami donation of cash and 'gift in kind'.

As a result, Boral Thailand has been contributing to the construction of the hotel school by supplying concrete - a donation so far worth US\$39,783. This is a significant contribution towards the overall project costs of around US\$400,000.

The new building is unlike a normal school in design, with large open spaces which

can be converted to mock up bedrooms, front desk, lobby, bar, or any part of the hotel in order to create a practical hands-on learning area.

The school has valuable connections with the hotel industry, which will help it to create a suitable curriculum and to place its graduates.

The building is now close to completion and Boral in both Australia and Thailand have received thanks from World Vision for their "invaluable support and commitment".



*The completed hotel school building in Thailand.*

# Expanded range of corporate merchandise

There has been a strong and positive reaction to the new range of Boral corporate merchandise and the feedback to Corporate Express has been very pleasing.

LeTicia Vassallo, Account Executive Promotional Marketing, said that the new catalogue had proved to be very popular and that its circulation had increased.

"Our aim was to add and enhance what was previously available to you, as well as keeping some tried and true favourites," she said.

"We went to work gathering feedback from Boral customers as to what they felt was lacking in the range and, with that in mind, we have for the first time added a ladies polo shirt and ladies T-shirt into the range.

"Also, some new customised designs have been added, including a sports bag

and cooler bags, with additional features such as customised rubber branding and zip pulls. We believe it's these little details that make a lasting impression.

"We've also incorporated the Boral 'leaf pattern' into some items such as the new paper bags and sublimated pens, which are perfect for making an impact at your next corporate conference or event.

"Most importantly, we've ensured that we've kept the new premium range affordable by reducing prices on most existing items," she said.

LeTicia said that, at an additional cost, most items in the current range could also be over-branded with site or quarry details.



"This can make for great personalised gifts or giveaways when looking to reward staff for such incentives as LTI or promoting safety in the work place," she said.

You can place an order via fax or on the Corporate Express online ordering website netXpress (a user name and password is required)

netXpress <http://netxpress.biz>

Catalogue Customer Service phone 1800 99 3335

## Roll up for the JRDF Walk

This year, as it has since 2001, Boral is continuing to be a strong supporter of the Juvenile Diabetes Research Foundation (JRDF). In fact, the award-winning JRDF is the company's preferred charity, endeavouring to find a cure for Type 1 diabetes.

One of the major annual JRDF events is the 'Walk to Cure Diabetes' - a fun day out for Boral's employees, and their families and friends.

Boral provides everybody taking part with a t-shirt, cap and lunch, and there are many activities for children and adults on walk day.

Across Australia, more than 2,500 Boral employees, family and friends participate annually. For the first time in 2006, the initiative was expanded to involve Boral's employees in the United States.

This year, the Walk to Cure Diabetes will be held on:

- Sunday, 14 October 2007 in Sydney, Melbourne, Brisbane, Perth and Adelaide
- Sunday, 21 October 2007 in Canberra
- Newcastle and Wollongong dates are not yet confirmed.

### Play a bigger role

This year, you can volunteer to be involved in this worthy cause by becoming a Walk Captain. The Walk Captain's role is to:

- co-ordinate site fundraising activities,
- encourage and co-ordinate walk day registrations, and
- assist with the planning leading up to walk day and activities on walk day.

Boral has about 80 Walk Captains across its various sites. If you are interested in becoming a Walk Captain, just contact Deborah Melkie or Giovanna Romeo (see below).

### Win a prize for a T-Shirt design

Every year, all of Boral's entrants wear a T-shirt that has been designed just for the Walk that year. You can create the design and, not only win a prize, but also know your artwork will be worn by about 2,500 Boral participants.

Every Boral employee and family member of all ages can enter. Your design should be suitable for the front of the T-shirt. However, it must follow the theme of **Jelly Babies on tour at Boral** (eg. They could be visiting a quarry or riding in a concrete truck or at a cement plant, etc.)



If you come up with the winning design, you can win a \$100 gift voucher and there are also prizes of \$50 vouchers for each of the two runners up.

Your design should be bright and colourful, hand drawn or computer generated and should be about A4 in size.

Include your name, division/business unit, address and a contact phone number with your entry. If you are a family member entering, please don't forget to include the name of your family member who works for Boral.

Send your entries to Deborah Melkie, Boral Limited Corporate Affairs, Level 39 AMP Centre, 50 Bridge Street, Sydney NSW 2000.

However, please note that entries close on Friday, 4 May 2007.

For more information contact Deborah Melkie on (02) 9220 6262 (Mon, Wed or Thurs) or Giovanna Romeo on 0401 895 891, email [walktocurediabetes@boral.com.au](mailto:walktocurediabetes@boral.com.au) or visit Boral OnSite for further information <http://corp.onsite.boral.com.au/JDRFC/default.aspx>



# Matthew runs an 'invisible' transport fleet



With about 320 trucks on the highways of Australia and moving about 650,000 tonnes of products annually, Boral Transport's 'brokering' arm is the equivalent of a large freight company in anybody's terms. However, outside Boral, few people even know that it exists.

The trucks are all owned by sub-contractors, so none of them are emblazoned with Boral logos. (The ones you do see in Boral's corporate colours are product delivery trucks operated by subsidiaries).

Boral Transport doesn't even have a high profile where it operates - a small building shared with some Boral regional operations at Coffs Harbour on the mid north coast of New South Wales. Its equipment comprises five telephones, five computers, a fax machine and a whiteboard which shows all of the current run information.

Operations Manager Matthew Anderson said that, although having only six employees, it operated Australia-wide and played a major role in containing costs for the Boral group by rationalising its vital linehaul operations.

"We move virtually all of the Boral building products - roof tiles, bricks, masonry products, timber, hardwood and softwood, plasterboard, scaffold and bagged cement - and we also carry for third-party customers. These customers provide valuable back loadings where Boral doesn't have production plants and it saves the trucks returning empty or only lightly loaded," he said.

However, despite the size of the operation, Matthew and his team virtually never see the trucks or the drivers. They just man the phones at Coffs Harbour and order up the services they need.

Efficiency is paramount, he said. Just because his transport brokering operation

was operated by and for Boral, it was not just handed contracts by the Group.

"We have to go through a rigorous tendering process and must be very competitive on pricing. Also, our delivery performance standards must be top class. If we are not better than every other major trucking company, we just won't get the work," he said.

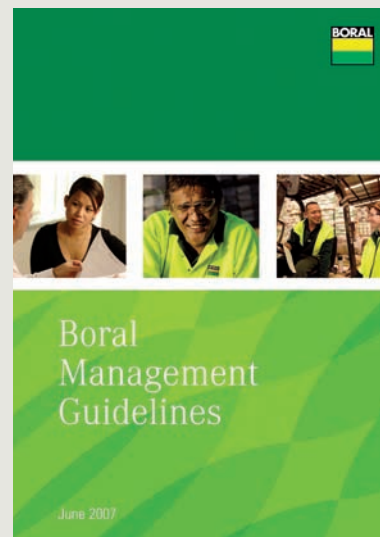
"In turn, this means that we must have outstanding subcontractors and they must be 'tops' when it comes to meeting our quite stringent standards - particularly on fatigue management, health and safety, and the maintenance of their vehicles.

Matthew's father Bruce started this operation about 20 years ago; carrying hardwood for the company's coastal timber mills. It was located at Coffs Harbour because of the loads initially available there. - and it just grew.

"We started with tippers, but the vehicles we use today are semi-trailers able to carry 24 tonnes and 37-tonne B-doubles. Some of the subcontractors own just one truck, while several own quite large fleets.

"However, regardless of who owns the trucks, the drivers must be top class in their manner and appearance, because whenever they make their deliveries, they are seen by customers as 'the face of Boral' and representing the company with our customers," Matthew said.

## UPDATED BORAL MANAGEMENT GUIDELINES



Currently, Boral's Management Guidelines publication is being updated and the revised edition will be published in the first half of this year.

Employees are encouraged to refer to the guidelines, which is reviewed every three years, as it contains some very important policies and guidelines that all employees should be aware of, including policies covering:

- Boral's code of conduct
- Health and safety
- Environmental management
- Harassment
- Diversity
- Seat belts
- Media
- Trade practices
- Email usage
- Internet usage



## ‘B Well’ may be a lifesaver for Graeme

Graeme Dowley, State Sales Manager of Dowell Windows in Victoria & Tasmania, attended the ‘B Well’ program in Victoria and the advice he received has made an important impact on his life – as well as creating an indelible impression. He wrote:

“My ‘B Well’ health assessment was carried out including a skin check for skin cancer. My family has a history of skin cancer as I grew up in Mildura. I was advised to get two areas checked out by a skin specialist and the events that followed proved to be very important to my future health.

“I went to see my local GP with a copy of my ‘B Well’ health assessment. I was then referred to a skin specialist who I saw in early February, I later had surgery on the two areas that the initial concerns were about.

“One was a very small mark on my forehead about the size of a pin head and the other a mole on my back. The small mark on my

forehead turned out to be a skin cancer a bit bigger than a 5 cent piece and the mole on my back was a melanoma which required a second lot of surgery to cut deeper and wider.

“I have to say the skin specialist and plastic surgeon were thrilled that a company such as Boral provides a program like ‘B-Well’ for the health and well being of their employees. In my case if I hadn’t attended the assessment who knows how bad it could have gotten before I eventually did something about it.

“I encourage all people who are employed by Boral to really think about their health and attend the ‘B-Well’ program in their state”, Graeme said.

### Facts about Skin Cancer

Australia has one of the highest incidences of skin cancer in the world, with an estimated 374,000 Australians treated for non-melanoma (non-life threatening) skin cancer and more than 8,800 diagnosed with a melanoma.

About 1,400 Australians die from skin cancer each year.

The good news is that skin cancers that are detected and treated early have a better outcome than most other cancers.

#### Remember:

- Prevention is better than cure.
- Slip on sun protective clothing.
- Slop on SPF30+ sunscreen.
- Slap on a hat.
- Seek shade where possible.
- Slide on some sunglasses and BWell.



# New 'B Well' magazine is a good family read

Boral's 'B Well' program has released a new health and wellbeing magazine which, it is hoped, will be read by everyone in the family.

The magazine, produced in partnership with Good Health Solutions, provides valuable information about health and wellbeing challenges faced by most families, who are striving for a happy, healthy home and work life.

Rod Angus, Boral Employee Wellbeing Manager, said that there were many frequently asked questions from employees wanting to know more about health.

"The Health Resource Centre was made available to assist all Boral employees. However, the service has been under utilised.

"To address this, Good Health Solutions is now making this information available to employees within the current program arrangements.

"The magazine has been a natural progression, bringing together the many questions from employees and providing the answers in an easy enjoyable read for employees and their families," he said.

Cate Hathaway, General Manager Human Resources - Corporate, said she felt that the new 'B Well' magazine was "a high quality and interesting resource for all employees and their families".

The magazine has been sent out to the homes of all Australian-based employees. It can also be found on the intranet and available from the Health Resource Centre by calling 1800 188 723.



For more information regarding the 'B Well' program, contact Rod Angus on 02 9356 0806 or speak with your HR or OHS manager.



## Birthday Box Sustainability Report Quiz Winners

We have been deluged with entries for the 'Birthday Box' Sustainability Report quiz, and now have our winners. They are:

- First Prize: Geoff Hutchins (pictured), C&C, Carole Park, Qld
- 2nd Prize: Tess Curtin, C&C, Wyong, NSW
- 3rd Prize: Ruby Daniel, SBS, Prospect, NSW
- 4th Prize: Matthew Rocks, ACM, Wagga Wagga, NSW
- 5th Prize: Darrin Watkins, ACM, Lawnton, Qld
- 6th Prize: Diane Gernhoefer, ACM, Orange Grove, WA
- 7th Prize: Peter O'Connor, Plasterboard, Camellia, NSW

... and the answers were:

- Q1. All divisions should be ticked
- Q2. 2.62 billion litres
- Q3. Leadership, Respect, Focus, Performance, Persistence
- Q4. 27 per cent
- Q5. Cement
- Q6. 148 million litres (as there was a typographical error in the printed question, we accepted all answers on Q6)



## Children's Find-A-Word Competition Winners

### Winners:

- Dylan Cross (pictured), age 8  
(Robert Cross, ACM, Morayfield, Qld)
- Grant Angus, age 12  
(Dave Angus, Timber, Auburn, NSW)

### Runners-Up:

- Amy Guo, age 7  
(Muir Guo, SBS, Prospect, NSW)
- Paul Mukhin, age 8  
(Valentin Mukhin, ACM, Baulkham Hills, NSW)



# Andrew plans for our future

When Boral sizes up a potential growth opportunity, the decision to go ahead certainly isn't based on the premise "It sounds OK, let's do it".

Behind every move to acquire a business or merge assets is a great deal of strategic assessment, some of it extending over an extremely long period. In fact, sometimes, despite the massive amount of time and effort put into it, the ultimate decision is not to go ahead.

In future, behind these types of transactions, will be Andrew Warburton, who recently took over Bryan Tisher's position of General Manager Corporate Development. Essentially, his new role covers the Boral Group's strategic planning processes, as well as mergers and acquisition activities in Australia and overseas.

Andrew was engaged originally by Emery Severin, with a brief to manage the strategic development of Australian Construction Materials. This led to several acquisitions including the acquisition of the NSW independent concrete producer, Concrete, in 2001 and Giroto Precast in 2004.

Then Andrew took over the running of Boral's Quarry End Use business, which creates greater value by redeveloping properties that are surplus or have reached the end of their economic or extractive life. Greystanes in Sydney's western suburbs is a prime and highly successful example of this. The Quarry End Use business, which was formed about six years ago, has been spectacularly successful during its relatively short existence, having created profits of around \$50 million per annum.

After graduating in Economics at Sydney University, Andrew took his first job in the financial services industry in sales and marketing before moving into the development of new financial products. He then attended INSEAD in France (originally a European offshoot of Harvard Business School) where he obtained a Masters in Business Administration. However, it would be ten years before he returned home to Australia; working most of that time in Europe.

"INSEAD was very international and the teaching was in French and English – whichever language the professors decided to lecture in. So, I had to do a crash course in French and pass an entrance examination in the language before being allowed to start the course".

After INSEAD Andrew wanted to work with a firm that "made things" so he took a position with a firm in the plastics and environmental industry – with Otto, the German company which invented the wheeled rubbish bins you now see right across Australia and the method of picking them up. "It was very exciting because, during the five years I was working at Otto, we almost doubled in size. I also enjoyed the world travel associated with the job," Andrew said.

From there, Andrew was headhunted to another German firm, Weidmueller, which operated in the electronic components industry. "Weidmueller operated in over 30 countries and the hands on management of the many different cultures was interesting

and challenging, especially establishing operations in China and Eastern Europe." Andrew said.

It was also a fascinating period for Andrew because he was there at the time the Berlin Wall came down and German society was in upheaval as East and West suddenly came to recognise the difficulties they faced in living together as a re-united nation.

After he returned to Australia, Andrew consulted for a number of new companies (start-ups) as well as larger companies such as AAPT which gave him an insight into a broad range of business issues and ways of solving problems.

With Boral being essentially a large number of small businesses, this provided him with a very good grounding for the move into ACM.

"Boral has a very strong name in the market and a reputation for strong management. My role is to look strategically at where Boral goes next, bearing in mind that we still need to grow cautiously," he said.

Andrew is married (to Bronwyn) and has three children Elyce (13), Bryce (11) and James (3) and lives at West Pennant Hills. He has always been keen on sports such as karate, cycling and kayaking but sometimes the travel commitments of his job interfere with being able to enjoy them regularly.

Clearly, achieving a work/life balance is going to be an important focus in his life in the years ahead.



# Saving the western swamp tortoise

living  
green



The western swamp tortoise (known also as the short-necked tortoise) has been named as the most endangered tortoise in the world, and many of those remaining live right alongside Midland Brick's property in Perth, Western Australia.

That is why, for many years, Midland has been playing a significant role in trying to ensure its survival; supporting the western swamp tortoise conservation project.

The animal is claimed to have the smallest surviving population of any Australian reptile (<200). Once thought extinct, it was only re-discovered in 1953. Even in the 1980s, as few as 30 of these rather small creatures existed. They are also very ancient reptiles, dating back more than 15 million years.

It is thought to have become endangered through a loss of suitable habitat, the introduction of foreign species (such as the fox and the long necked tortoise) and through wildfires.

Through a joint partnership, Midland Brick and Metro Brick have funded a study of the



Photo courtesy of 'Friends of the Swamp Tortoise'.

hydrology of Ellen Brook Nature Reserve, which is alongside Midland Brick's site. This led to development of a drainage management plan for all of the catchment; which has now been adopted by all stakeholders. The groundwater is constantly monitored and the information is shared with the Department of Conservation and Land Management (CALM), which is keeping a close watch on the tortoises' progress.

Midland Brick, which takes an active role in committee meetings, has transferred 5.87 hectares of its land to CALM to expand the nature reserve. Also, in a partnership between



Midland Brick, Metro Brick and Main Roads, drainage has been diverted to avoid the risks of pollution from farm nutrients, exotic weeds, industrial chemicals or fuel spills.

This year Midland Brick secured two weeks assistance under the Boral Living Green Program and will be working with Conservation Volunteers Australia (CVA) and CALM to continue improving the habitat by eradicating exotic flora and fauna, native plantings, fence installation and maintenance, and stormwater maintenance.

## EASTLINK – AUSTRALIA'S LARGEST INFRASTRUCTURE PROJECT

The Melbourne 'EastLink' motorway, with its project cost of \$2.5 billion, is Australia's largest ever infrastructure project.

So, not surprisingly, it is also Boral's largest ever contract – worth some \$110 million over the two year life of the project.

The 39 kilometres of toll road and 6 kilometres of arterial roads, being developed by the ConnectEast consortium, will connect Melbourne's eastern and south-eastern suburbs between the existing Eastern Freeway at Donvale and the Frankston Freeway on the Mornington Peninsula.

**It will include construction of:**

- 17 major interchanges
- Twin 3 lane 1.6 kilometre tunnels
- 86 bridge structures

- 3 railway crossings
- 2,000,000 square metres of pavements
- 7,000,000 cubic metres of earthworks
- 1.3 million tonnes of asphalt
- more than 300,000 cubic metres of pre-mixed concrete
- more than 1,000,000 tonnes of quarry products and
- a further 1,000,000 tonnes of fill

ACM is the third largest sub-contractor working on the project (behind the companies undertaking the mechanical and electrical fit out of the tunnel and the tolling system contractor). Boral is delivering in excess of 550,000 tonnes of asphalt, 280,000 m<sup>3</sup> of concrete and more than 700,000 tonnes of quarry products.

To undertake this mammoth task, Boral has invested around \$13 million in new plant and equipment including a 100 cubic metres per hour concrete plant and a 300 tonne per hour mobile asphalt plant.

**To date, the company has placed:**

- 210,000 tonnes of asphalt with a Boral and Victorian record for one crew of 3,548 tonnes in one shift
- 190,000 cubic metres of concrete, with a peak day of 1,600 cubic metres.

The importance of Boral's involvement in this project is clearly shown by the number of high profile visitors to the company's site, including Victorian State Premier Steve Bracks, State Treasurer John Brumby, former Transport Minister Peter Bachelor, the Boards of the South East Integrated Transport Authority (SEITA) and ConnectEast as well as numerous visitors from state and international road authorities and from various Boral businesses and its competitors.

Boral's involvement on the project is scheduled to be completed by December this year and the new route is predicted to open late in 2008.

# Peter's four decades of service

Peter Cartwright has come a long way since he started working for Southern Portland Cement at Berrima as a general hand in the stock house.

Forty years later, he is regarded as the company's most experienced operator and is the depot coordinator for the Villawood, Clyde, Alexandria and St. Peters depots – going wherever assistance is required.

When he started work in January 1967, more than 500 people were employed at the Berrima works, which ran a 24-hour, 7 days a week operation.

In May 1971, he worked in Canberra for two months as acting depot manager, before being appointed to a staff position and 'second in charge' of the busy Villawood blending plant and cement distribution depot.

Peter has also been manager of the now closed Blacktown depot and Clyde Bulk Depot. He has also worked in the North

Sydney head office supervising the transport allocations department; making sure that our fleet runs smoothly and our customers got their cement on time.

During his long career with Blue Circle Southern, Peter has had a totally accident-free career.

Congratulations on 40 years with the company!



## Busy first week for Queensland graduates

In Queensland, all of Boral Construction Materials' 2007 graduates in the State took part in an induction week which introduced them to the company.

The program included presentations from senior managers, including RGM Murray Read; GM Country Evan Boone; GM Asphalt Kevin McCullough; Acting GM Quarries Richard Ernst; GM Concrete SEQ Shane Graham; Property, Planning and Environmental Manager Paul West; OH&S Manager John McLean; HR Manager Steve Byrne and Technical Manager Concrete Andy Ackroyd.

The graduates also visited a number of sites including Petrie Quarry, Whinstanes Concrete Plant, Whinstanes Asphalt Plant, Whinstanes Concrete Laboratory, the Transport Division, and a morning with Concrete sales representatives visiting sites and major customers.

Myers-Briggs personality profiles were carried out on all of the graduates by Learning and Development Manager Vicki Thompson. This led to development of their individual formal training and development plans, which include periods of secondment to other business divisions.

Evaluating the induction week, comments from the graduates included:

- "Great chance to network with other graduates and learn about Boral's business units and make new friends".
- "I learnt this week that Boral values our development, that our careers are controlled by us and we need to move in the direction of the opportunities that arise. Leadership is a key attribute of a successful career with Boral".
- "It was enjoyable to interact with the graduates and experience the learnings about Boral through the General Managers and other speakers. Most important was the organising of the learning and development plan that I will do as part of the graduate experience".

According to HR Advisor Amy Wilkins, it was not all hard work for the newcomers – who finished the week with an afternoon of go-carting.



*Clockwise from back left: Travis Potts, Lachlan Nelson, Damien Kelly, Jay Killeen, Daniel Wallace, Romi Berridge, Jeremy Schumacher, Dave Dyson, Anthony Mamie.*



*Left to right: Jeremy Schumacher, Daniel Strahan, Romi Berridge, Dave Dyson, Lachlan Nelson.*