

Risk is inherent in our business, but it also brings opportunity. At Boral we recognise that rigorous risk management is critical for achieving our purpose, values, and strategic and business plans. In turn, effective risk management contributes to protecting our people, contractors, customers and the communities in which we operate and creating shareholder value.

The following objectives drive Boral's approach to risk management:

- Safeguarding people, the environment and the company's assets – property, reputation, knowledge and equipment
- Driving a culture that is risk aware and which is supported by high standards of accountability at all levels
- Achieving an integrated risk management approach where risk forms part of relevant key organisational processes and systems
- Supporting more effective decision making through better understanding and consideration of risk exposures
- Enhancing organisational efficiencies and building a sustainable business for the longer term
- Improving customer, contractor and community confidence and trust
- Enhancing shareholder value and enabling the Board to fulfil its governance and compliance requirements.

Boral's risk management framework is focused on achieving the above objectives. Where appropriate, risks faced by Boral will be managed on an enterprise-wide basis. Boral seeks to apply effective risk management across the entire organisation so that all material risks can be identified, assessed and mitigated.

Risk management will be embedded into our critical business activities, functions and processes. Risk understanding, risk appetite, and our tolerance for risk will be key considerations in our decision making. We will endeavour to use common methodologies.

Risk management performance will be monitored, reviewed and reported. Oversight of the effectiveness of Boral's risk management processes will provide assurance to executive management and the Board. Boral's approach incorporates the principles of effective risk management as set out in the global ISO3100 Risk Management standard.

Under the supervision of the Board directly and via the Audit & Risk Committee, management is responsible for designing and implementing risk management and internal control systems to manage Boral's material business risks. Boral's assurance functions, including Internal Audit, play a key role in reviewing the effectiveness of Boral's compliance and control systems, including risk management. Findings from reviews are communicated in formal reports to the Audit & Risk Committee, and appropriate action is taken to support a strong control environment. We recognise that effective risk management is vital to the continued success of Boral.



Zlatko Todorcevski
Chief Executive Officer and Managing Director

Functional Area	Risk Management	Policy	POL-RM-001
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