

Health, safety and wellbeing

RIFR^{2,3}
7.6

LTIFR²
1.6



We had no employee or contractor reportable fatalities during the year.

Our safety injury results for the Boral Group broadly plateaued, after a significant improvement in FY2019.

At a divisional level, Boral Australia reported a 7% improvement in recordable injury frequency (RIFR) to 9.8, while Boral North America and USG Boral reported RIFR increases of 4% and 12% respectively.

While these are our reportable injury rates amongst our workforce, we also have an important responsibility to keep members of the community safe, including visitors to our sites and road users.

In June 2020, a contractor driver was involved in a serious incident, which sadly resulted in the fatality of a cyclist. In July 2020, an employee cement tanker driver was involved in a devastating crash which resulted in the death of a young girl and serious harm to several others. We were deeply saddened by these events, and our heartfelt sympathy goes out to those affected.

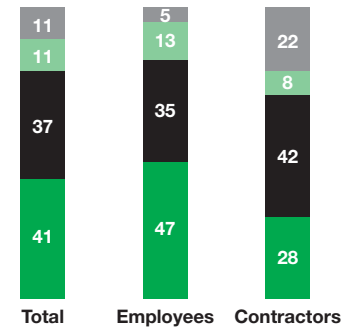
In both cases, we immediately activated our Crisis Management Team to ensure appropriate support was provided and actions were taken.

In such circumstances, we cooperate with authorities as they undertake their investigations and we consider in depth what we can learn from the investigations.

To align our safety reporting with the SASB Construction Materials standard, we have started reporting Boral Group's near miss frequency rate (NMFR) and separate RIFR metrics for employees and contractors, in addition to our combined employee and contractor RIFR. In line with our broader approach to safety data reporting, these additional metrics include all our joint ventures, regardless of equity interest. This adopts a more conservative approach than the SASB metrics which focus only on controlled entities.

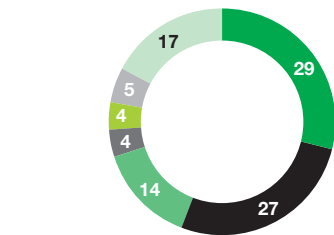
Following a review of our health and safety reporting in light of emerging best practice in FY2020, we have ceased reporting percentage hours lost and hours away on restricted or transferred duties. We now focus on assessing the credible potential outcome for all lost time injuries to provide insight into events that require greater scrutiny and control effectiveness review.

Injury treatment⁴ (%)



- No treatment
- First aid injury
- Medical treatment injury
- Lost-time injury

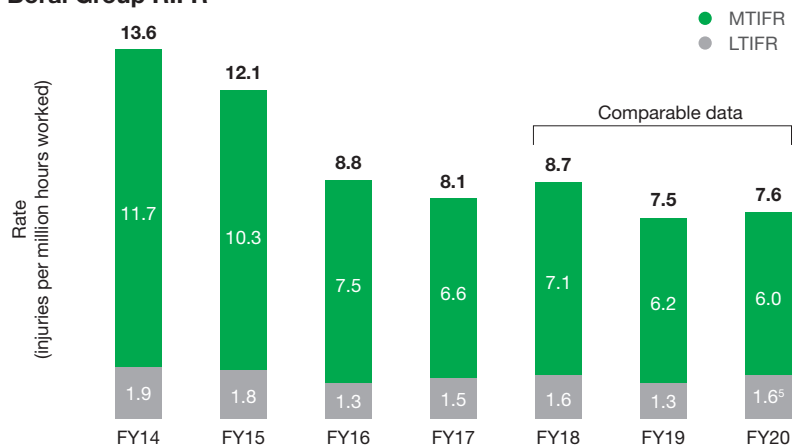
Mechanism of injury⁴ (%)



- Contact with plant/equipment
- Muscular stress
- Fall on same level
- Hit by moving object
- Contact with substances
- Fall from height
- Other

	FY2020	FY2019
RIFR		
Boral Australia	9.8	10.5
Boral North America	7.9	7.6
USG Boral	3.8	3.4
Boral Group		
employees	7.7	7.9
contractors	7.3	6.5
Boral Group		
NMFR ²	2,310	
Hazards reported	>130,000	>150,000

Boral Group RIFR



1. The incidence rate is the number of new cases diagnosed in FY2020 divided by the at-risk population.
 2. Per million hours worked for employees and contractors in 100% owned businesses including Headwaters, and all joint ventures. businesses from FY2018. Prior years exclude less than 50% owned joint ventures and Headwaters.
 3. RIFR is the combined LTIFR and medical treatment injury frequency rate (MTIFR).
 4. Boral Australia reported injuries in FY2020.
 5. See page 29 for serious harm injury frequency rate in Boral Australia.

Health, safety and wellbeing (continued)



Heavy vehicle spot check inspection program

With a fleet of more than 3,000 on-road heavy vehicles, managing road safety risks is a key priority for Boral.

In FY2020, Boral Australia's Heavy Vehicle Compliance Improvement team launched a new spot check inspections program, considered industry best practice. Using our new mobile Heavy Vehicle Inspection Station, the inspections focus on critical maintenance items, including brakes, steering and suspension.

The inspections, which supplement our regular maintenance program are conducted by qualified mechanics who are trained in conducting and assessing the mechanical safety and roadworthiness of heavy vehicles.

To date, more than 460 Boral-owned and contractor vehicles have been inspected using the mobile station. Any vehicle identified as not meeting the relevant safety and roadworthiness requirements is stood down until the appropriate repairs have been made.

Health and wellbeing

We provide a range of programs focused on physical and mental wellbeing, helping our people be more effective at work and in their personal lives. These include health and fitness checks, drug and alcohol support, quit smoking programs, a confidential counselling service and health seminars.

Boral Australia has developed a Mental Health and Wellbeing strategy focused on preventative interventions, encompassing various initiatives.

In FY2020, Boral Australia launched our Wellness and Connection Hub to connect employees working remotely and support employees through the challenges of COVID-19. This initiative draws on the resources of our new community partner, the Black Dog Institute.

This year we also launched the first edition of HSE Together, a communications initiative focused on HSE challenges and innovation across the Group. Our first edition focused on the health and wellbeing impact of COVID-19, and provided strategies to help manage this.

Reducing isolation incidents in USG Boral

Following some isolation incidents in USG Boral, in FY2020 the business refreshed and reinforced a Lock Out, Tag Out, Try Out program.

The program is designed to ensure that dangerous machines and energy sources are properly shut off and not unexpectedly started up during maintenance or servicing work. These energy sources include electrical, mechanical, hydraulic, pneumatic, chemical, radiation and thermal hazards.

The program comprises:

- initial face-to-face meetings for sharing best practice expectations
- a survey to help the business obtain a better understanding of current practices
- training to ensure all staff are following a common best practice process, and
- supporting communication to leaders and employees.

The program is already delivering positive outcomes; serious harm incidents related to isolation are down by 50% compared to FY2019.



1. Statistics on workers in Australia published by Safe Work Australia, Table 21 – number, frequency rate and incidence rate of serious claims by industry (2017–18). Based on Safe Work Australia's definition of LTIFR, which is based on workers' compensation claims for work-related injuries that resulted in five or more days of lost time from work.

2. Per million hours worked.

Outperforming Australian industry safety benchmarks

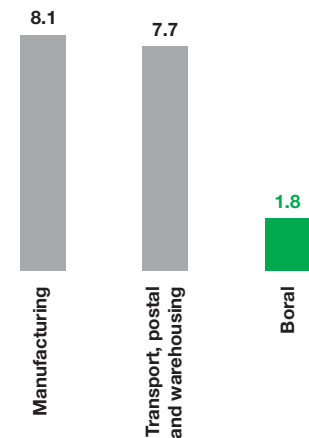
According to Safe Work Australia's latest injury statistics reports¹, the broader industries in which Boral Australia operates have an extended duration lost time injury frequency rate (eLTIFR²) four to five times that of Boral.

Boral Australia's operations pour concrete and lay asphalt across major projects and construction sites; have about 70 quarries and

300 operating sites producing cement, concrete, asphalt, bricks, roof tiles and timber products; and manage a fleet of more than 3,000 heavy vehicles.

Boral Australia's eLTIFR (five or more days lost) for employees was 1.8 in FY2020, compared to industry averages of 7.7 to 8.1 for transport, postal and warehousing and manufacturing.

Boral Australia's eLTIFR relative to Australian industry averages²



Promoting a safety-focused culture

An employee Safety Cultural Awareness Survey conducted in FY2019 revealed that the Boral North America division had a mature safety culture rated above other comparable benchmark organisations. Although we were pleased with these positive results, the division took action to address several areas for which the survey identified opportunities for further improvement.

In FY2020, Boral North America implemented initiatives to further standardise safety systems, better integrate safety within our lean manufacturing approach and use technology to further reduce safety risks. The division also introduced new lead indicators to drive behaviours and focus on continuous improvement.

The division eliminated some manual tasks through automation, improved separation of pedestrian and mobile equipment, increased the use of Critical Control Gembas and behavioural observation reporting, and reduced airborne dust by improving processes and ventilation systems. A centralised HSE management system, Zero Harm Connect, is also providing frontline employees with greater ownership of safety reporting at their site.



Enforceable undertaking with SafeWork NSW

In July 2019, SafeWork NSW accepted an enforceable undertaking from Boral Cement in connection with a serious workplace accident that occurred at the Maldon Cement Works in January 2016. The enforceable undertaking requires Boral to implement a number of initiatives:

- The Leading Safe Work training program in Boral Cement which is improving the way work is planned, communicated and executed to address one of the factors contributing to the 2016 incident.
- Boral is promoting the SafeWork NSW Respirable Crystalline Silica campaign to the industry by displaying key SafeWork NSW messages on 45 Boral heavy road vehicles. The messages focus on the safe handling of materials containing respirable crystalline silica.
- Boral offered a new 12-month traineeship within Boral Cement for a member of the community seeking to begin a career in work health and safety.

The enforceable undertaking initiatives are scheduled for completion before June 2021.