

Our people



Building an engaged, diverse and capable workforce, led by talented and effective leaders, is vital to delivering long-term sustainable value for our stakeholders.

Our workforce profile

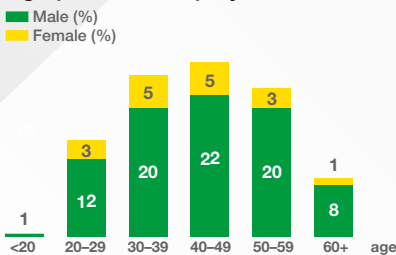
As at 30 June 2018, we had 17,131 full-time equivalent employees including in joint ventures (JVs), and approximately 8,700 contractors working in 17 countries.

Full-time equivalent	FY2018	FY2017	FY2016
Boral employees	11,898	11,499 ¹	8,334
Boral contractors	~5,200	~4,800	~4,800
JV employees ²	5,233	4,976	3,724
JV contractors ²	~3,500	~3,400	~3,400

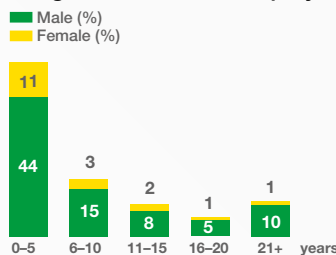
At end FY2018	Boral total	Boral Australia ³	USG Boral ³	Boral North America ⁴
Women in Boral	18%	14%	18%	23%
Average length of service	8.1 yrs	9.0 yrs	9.3 yrs	6.8 yrs
Average age	43.4 yrs	44.9 yrs	40.7 yrs	43.3 yrs
20+ year veterans	12%	13%	15%	9%
Employee turnover for FY2018	20%	17%	8%	29%*

* Reflects consolidation of Headwaters and Boral's legacy businesses. Compares to a FY2017 proforma employee turnover of 24%.

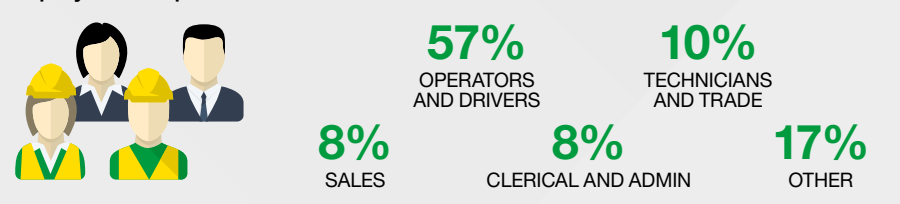
Age profile of employees



Length of service of employees



Employee occupations



1. Included 4,016 full time equivalent employees from Headwaters and excluded employees from Boral Bricks in North America which were included in JV employees.
 2. Includes USG Boral, Meridian Brick and other small Australian-based joint ventures.
 3. Excluding joint ventures.
 4. Including Meridian Brick joint venture.

Employee engagement

We are committed to supporting the wellbeing of our employees and improving employee engagement. Better employee engagement means better productivity, better retention and a more positive and creative culture. Biennial surveys are used by our divisions to measure employee engagement and identify opportunities for improvement.

In FY2018, Boral Australia undertook its third McKinsey Organisational Health Index⁵ survey. The top quartile score of 72/100 was an improvement from a score of 70/100 in 2015, and 59/100 in our first survey in 2013. Boral Australia continues to perform in the top quartile for strategic direction and leadership, with improvement in accountability, coordination and control, and external orientation. Three focus areas were identified to further improve engagement: customer centricity, innovation and people development and recognition.

As previously reported, USG Boral's 2017 AON Hewitt Employee Engagement Survey covered 11 countries and 91% of its workforce. The third quartile score in 2017 of 56/100 was a six-point improvement on 2015. The business is planning its 2019 surveys to measure improvements against targeted initiatives, particularly around collaboration, learning and development, and empowerment.

In Boral North America, we continued to use "pulse" surveys to gather feedback from employees on areas of concern and opportunities for improvement. In FY2018, initiatives implemented to improve engagement centered on more structured and targeted communication from leadership.

Diversity and inclusion

A diverse workforce helps us deliver higher performance by fostering a more creative, flexible and innovative culture by bringing together diversity of thought, background and experiences. It also enables us to better understand and serve our customers through reflecting the diversity of our communities.

We have an established Diversity and Inclusion Plan, with Boral's Diversity Council supporting the delivery of targeted outcomes. The Plan incorporates six elements: leadership, communication and education, system and process design, gender equality and pay equity, generational diversity, and Indigenous relations.

Focus areas in FY2018 included: raising awareness of the impact of unconscious bias, increasing representation of women, particularly in leadership roles, and pay equity outcomes, with the female to male average base salary ratio⁶ in Boral Australia favourable at 1.01:1.00.

Women represent



50%
OF BOARD
DIRECTORS

15%
OF MANAGEMENT
POSITIONS

35%
OF PROFESSIONAL
POSITIONS

23%
OF EXECUTIVE
COMMITTEE MEMBERS

22%
OF NEW HIRES
ACROSS BORAL

We support Aboriginal and Torres Strait Islander employment, programs and communities. In FY2018, we continued to retain approximately 85% of Indigenous employees in Australia through our Indigenous employment program.

Our 2019 REFLECT Reconciliation Action Plan, which has been submitted to Reconciliation Australia, extends and broadens our existing approach. The Plan outlines practical actions aimed at strengthening relationships, respect and opportunities for Indigenous communities. These practical actions include increasing the number of Aboriginal and Torres Strait Islander employees across our workforce, further building on the work undertaken through our Indigenous employment program since 2006.

Workplace relations and human rights

We are committed to advancing respect for, and promotion of, internationally recognised human rights across our global operations, as outlined in our Human Rights and Labour Policy. This includes contributing to the elimination of all forms of forced, compulsory or child labour and having workplaces free from harassment, bullying, discrimination and unlawfulness.

We support the rights of our employees to freedom of association, to choose to unionise and to collective representation, regardless of their location or function. We are committed to working honestly and transparently with labour unions and undertake negotiations in good faith. In Australia, we have some 79 enterprise agreements covering about 3,700 employees.

Our grievance mechanisms are accessible, accountable and fair, enabling concerns to be raised without fear of retribution. This includes Boral's independent external whistleblowing service, FairCall, where people can raise anonymous concerns.

In FY2018, we established a Human Rights and Modern Slavery Working Group to support work being undertaken to further develop our approach to modern slavery and human rights across our operations and supply chain. The working group, comprising members of Boral's Executive Committee and key functional roles, assessed Boral's approach to modern slavery in light of proposed Australian Government reporting criteria and the United Nations Guiding Principles on Business and Human Rights.

Key focus areas relating to our workforce for FY2019 include reviewing and enhancing Boral's Human Rights and Labour Policy and publishing it externally, refreshing our broader policy framework, and increasing awareness of modern slavery through targeted training.

Our approach to mitigating the risk of modern slavery in our supply chain is outlined on page 36.

Training and development

Our approach to training and development is focused on developing effective leaders to coach and mentor high-performing and engaged teams, and providing our workforce with a wide range of targeted training and development.

Our zero|one|ten Leader, General Manager, Emerging Leader, Leadership Pathways and Show Leadership in the Workplace programs had over 400 participants this year. In addition, the first group of senior leaders completed the General Manager Leadership Development Program established in FY2017, through our partnership with the Australian Graduate School of Management. Together with placements, coaching and mentoring, these programs work to develop high-quality leaders.

The zero|one|ten Leader program, focused on providing frontline leaders with core leadership skills, was recently launched and will see more than 1,000 leaders across Australia participate in this foundational program in FY2019.

Boral's Executive Committee, divisional leadership teams and other managers have also been participating in a bespoke, multi-year development program designed to help our leaders to be more effective by being more self-aware and others focused.

In FY2018, 6,500 people completed Certificates II, III or IV, diploma qualifications, units of competency, and tailored learning solutions and training modules in areas like chain of responsibility, sales and marketing, surface extraction, laboratory skills, driving operations and work health and safety.

Employee wellbeing

We recognise that a workplace that supports work and family responsibilities is important, and this includes accessing flexible work arrangements where possible. Our Flexibility and Flexible Working Arrangements Policy provides a framework to support workplace flexibility. In FY2019, we will be deploying the Work Flexibility Playbook to train and educate managers and employees on workplace flexibility.

Boral also offers employees and immediate families free, confidential, professional counselling services through the Boral Employee Assistance Program (BEAP) to help address issues that may affect their work and personal life.

5. Benchmarked against a global database of 1,500 companies.

6. Calculated as the average base cash salary for females as a proportion of the average base cash salary for males, as used in the Workplace Gender Equality Agency Confidential Report.