

Our people



We recognise that our people are critical to our success. We strive to attract and retain a diverse and talented workforce; build a culture of safety, respect and trust; and improve our employees' experiences. We also invest in developing our employees to provide them with the skills and capabilities to deliver their best.



Since March 2020 our people have been significantly impacted by the COVID-19 pandemic. In North America, approximately 28% of our employees were temporarily stood down for an average period of about four weeks in FY2020, as a result of government mandated and temporary plant closures.

In the four months from March to June, we saw average absenteeism in Boral North America increase to 4.8% of total hours, compared to 3.1% in the first half of FY2020. This reflected employees electing to remain at home in response to increasing numbers of COVID-19 cases in their local communities.

In Boral Australia, we implemented short-term stoppages at a number of our operations and reduced shifts, responding to lower customer demand and avoiding unintended inventory build-up.

We have supported and continue to support our employees who have been impacted by temporary closures, providing paid leave, unpaid leave, flexible and remote working arrangements where possible, and assistance accessing relevant government support.

As at 30 June 2020, we had 16,169 full-time equivalent (FTE) employees, including in joint ventures, and approximately 7,600 FTE contractors. Our contractors work in a range of roles, including as product installers and drivers in our transport operations, and supporting plant maintenance and information technology functions.

Full-time equivalent	FY2020	FY2019	FY2018
Boral employees	11,073	11,916	11,989
Boral contractors	~4,800	~5,300	~5,200
Joint venture employees	5,096	5,188	5,233
Joint venture contractors	~2,800	~4,100	~3,500

At end FY2020	Boral Group	Boral Australia	Boral North America	USG Boral
Total employees	16,169	6,281	6,384	3,504
Women at Boral	19%	13%	25%	17%
Average length of service (years)	9.1	9.4	8.4	9.8
Average age (years)	43.8	45.3	44.1	41.0
20+ years service	14%	13%	14%	17%
Employee turnover	24%	16%	40%	8%
Voluntary	17%	10%	28%	6%
Involuntary	7%	6%	12%	2%

Voluntary employee turnover in Boral North America was 28% in FY2020, up from 25% in FY2019. This largely reflects an increase in the number of retirements, continued competitive employment markets and low levels of unemployment in many US states. Boral North America's involuntary turnover was 12% in FY2020, up from 11% last year, as a result of plant closures.

1. Calculated as the average base cash salary for females as a proportion of the average base cash salary for males, as included in our confidential report to the Workplace Gender Equality Agency.

Diversity, inclusion and equality

We are committed to driving greater diversity and inclusion in our workplace, and we value the unique talents, perspectives and experiences of each employee.

Our Diversity and Inclusion Plan, sponsored by Boral's Diversity and Inclusion Council, is the framework that supports our commitment to a diverse and inclusive workplace and culture. It focuses on six key areas: leadership; communication and education; system and process design; gender equality and pay equity; generational diversity; and Indigenous relations. See the 2020 Annual Report for the outcomes we have delivered against our measurable diversity objectives.

Gender diversity and equality

Increasing the representation of women at Boral, particularly in leadership roles, is a key priority. In FY2020, 19% of our employees were women, consistent with the prior year.

Women represent



43% of Directors

27% of Executive Committee members

16% of management positions

35% of professional positions

23% of new hires

WORK180 endorsed employer

Women networking group

In early 2020, a group known as Boral Women in Science and Engineering (WISE) was formed by a few like-minded women who wanted to stay connected and meet other women at Boral with science, technology, engineering and mathematics (STEM) backgrounds.

In just six months, WISE has grown to more than 30 members, held several online networking events, presented four webinars focused on leadership and development, and developed a buddy system so members can better support each other.

The group's approach recognises that female role models and support networks in the workplace play a significant role in retaining women.

During the year, Boral Australia completed a comprehensive review of issues impacting the retention of women. We surveyed more than 700 women employees and conducted focus groups and one-on-one interviews to identify opportunities to improve retention. Based on this feedback, we have identified a number of initiatives we will implement in FY2021 – expand and enhance our unconscious bias education and learning, connect and support women through increased networking and mentoring, and promote and progress flexible work arrangements.

In Boral Australia, we introduced Mentoring Circles to provide opportunities for women to network, connect and receive mentoring in a way that progresses their career development.

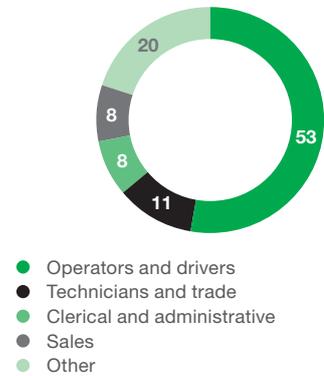
We continue to have favourable pay equity outcomes, with a female to male average base salary ratio¹ of 1:1 in Boral Australia.

Workplace flexibility

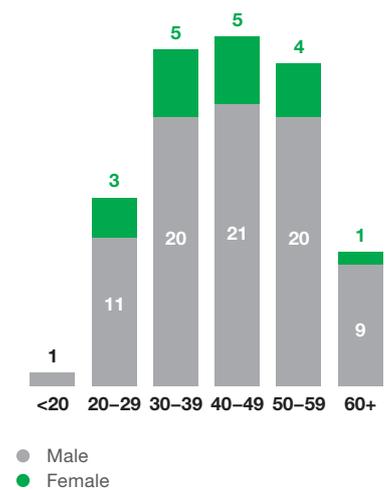
We aim to provide access to flexible work arrangements that support employees' work and family responsibilities whenever practicable. Our flexible work guidelines and online education model support our flexible work policy in Australia.

Feedback from our employees through the Boral Australia COVID-19 Feedback Survey indicated that adopting more flexible and remote work arrangements has been a positive benefit of the pandemic, leading to improved engagement and greater productivity.

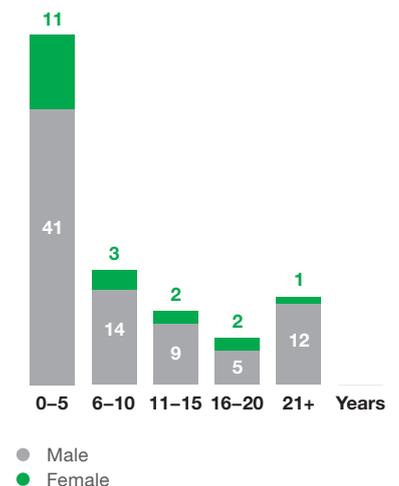
Employees by occupation (%)



Age profile of employees (%)



Length of service of employees (%)



Our people (continued)

Aboriginal and Torres Strait Islander employment

In FY2020, we delivered on Boral's Reflect Reconciliation Action Plan commitments aimed at broadening our existing Aboriginal and Torres Strait Islander Employment Program.

We conducted a review of our recruitment procedures and processes and identified opportunities to increase Aboriginal employment through Boral's graduate programs and businesses. We also began implementing a Boral Aboriginal Community Network to support our Aboriginal and Torres Strait Islander staff connect, support each other, access training and progress their career development.

Boral will be further developing these initiatives as part of our Innovate Reconciliation Action Plan, expected to be launched in FY2021.

Culture and engagement

We strive to have an engaged and motivated workforce, and a culture shaped by our values.

In FY2020, we undertook a survey of 2,000 employees across our Australian and North American businesses to gain insight into our organisational culture – including our shared values, beliefs and behaviours, and how our culture reinforces governance and accountability. The results of this survey will be available in FY2021.

Training and development

Our employees participate in a wide range of job-related skills training and development opportunities, including on-the-job placements to help them succeed in their roles and support their career goals.

Our Learning@Boral team responded to COVID-19 restrictions by creating virtual classrooms so our people could continue learning.

In Boral Australia, 2,954 employees completed learning through Learning@Boral in FY2020. This includes more than 1,800 employees who completed vocational units of competency, certificates and training modules in a range of areas through our registered training organisation.

In Boral North America, our employees completed training across a range of skill areas, including maintenance scheduling and forklift certification.

Our centralised training and compliance system, My Learning Space, provides standardised access to online training and monitors the ongoing training needs of more than 5,000 employees across Boral Australia.

Leadership development

We seek to develop capable and effective leaders through our leadership programs, together with placements, coaching and mentoring.

In FY2020, more than 100 frontline leaders completed our three-day zero|one|ten Leader program, aimed at teaching leaders how to be self-aware, lead effectively and support their teams. Since the program was launched in 2018, more than 1,000 frontline leaders have completed the program. More than 700 employees also completed the Leading Safe Work program, the next stage in frontline leadership development.

In Boral North America, frontline leaders and employees participated in Boral Skilled4Action training, which provides hands-on training in management and lean principles.

Human rights and modern slavery

Our Human Rights Policy outlines our commitment to respect and promote human rights, which includes upholding internationally recognised human rights.

Working with respect and creating inclusive workplaces free of bullying, harassment and discrimination are core beliefs at Boral. Our online and facilitated training and education programs help our people understand their obligations and the processes available to them for submitting complaints and raising issues.

In FY2020, we developed and piloted an internal training program on modern slavery for human resources managers and procurement leaders. See our 2020 Joint Modern Slavery Statement for more information.

Workplace relations

We respect and support the rights of our employees to freedom of association in line with local laws.

We are committed to working honestly and transparently with labour unions, and we engage in constructive negotiations to reach agreements on employment conditions.

We have 92 enterprise or industrial agreements covering more than 3,800 employees across Australia, North America, South Korea, Indonesia and Vietnam. These agreements cover a term of two to four years on average. Our approach is to work collaboratively and cooperatively with our people and their representatives, and to provide fair and equitable employment conditions that deliver sustainable performance.

Employee wellbeing

The health and wellbeing of our people is a key priority and we have a number of initiatives focused on supporting physical and mental wellbeing at Boral.

Through our Boral Employee Assistance Program (BEAP), we provide our employees and their immediate family members with access to qualified psychologists, social workers and management coaches to help them manage work-related and personal challenges.

This year we also implemented initiatives focused on supporting our employees through the challenges of COVID-19 and the Australian bushfire crisis. This included providing unlimited paid voluntary leave for employees volunteering with the Rural Fire Service to fight fires in their communities. In North America we continued to provide comprehensive medical and health coverage to our employees affected by temporary site closures as a result of COVID-19.

See page 17 for more information on how we are supporting our employees' health and wellbeing, including through the challenges of COVID-19.