

# Public report

2018-19

Submitted by

Legal Name:  
**USG Boral Building Products Pty Limited**



## Organisation and contact details

|                                                   |                                  |                                                         |
|---------------------------------------------------|----------------------------------|---------------------------------------------------------|
| <b>Submitting organisation details</b>            | <b>Legal name</b>                | USG Boral Building Products Pty Limited                 |
|                                                   | <b>ABN</b>                       | 84004231976                                             |
|                                                   | <b>ANZSIC</b>                    | C Manufacturing<br>2032 Plaster Product Manufacturing   |
|                                                   | <b>Business/trading name/s</b>   | USG Boral                                               |
|                                                   | <b>ASX code (if applicable)</b>  |                                                         |
|                                                   | <b>Postal address</b>            | 18/15 Blue Street<br>North Sydney NSW 2060<br>AUSTRALIA |
|                                                   | <b>Organisation phone number</b> | 0292206300                                              |
|                                                   | <b>Reporting structure</b>       | <b>Ultimate parent</b>                                  |
| <b>Number of employees covered by this report</b> |                                  | 750                                                     |

# Workplace profile

## Manager

| Manager occupational categories   | Reporting level to CEO | Employment status   | No. of employees |   |                 |
|-----------------------------------|------------------------|---------------------|------------------|---|-----------------|
|                                   |                        |                     | F                | M | Total employees |
| CEO/Head of Business in Australia | 0                      | Full-time permanent | 0                | 1 | 1               |
|                                   |                        | Full-time contract  | 0                | 0 | 0               |
|                                   |                        | Part-time permanent | 0                | 0 | 0               |
|                                   |                        | Part-time contract  | 0                | 0 | 0               |
|                                   |                        | Casual              | 0                | 0 | 0               |
| Key management personnel          | -1                     | Full-time permanent | 1                | 4 | 5               |
|                                   |                        | Full-time contract  | 0                | 0 | 0               |
|                                   |                        | Part-time permanent | 0                | 0 | 0               |
|                                   |                        | Part-time contract  | 0                | 0 | 0               |
|                                   |                        | Casual              | 0                | 0 | 0               |
| Other executives/General managers | -1                     | Full-time permanent | 0                | 1 | 1               |
|                                   |                        | Full-time contract  | 0                | 0 | 0               |
|                                   |                        | Part-time permanent | 0                | 0 | 0               |
|                                   |                        | Part-time contract  | 0                | 0 | 0               |
|                                   |                        | Casual              | 0                | 0 | 0               |
|                                   | -2                     | Full-time permanent | 0                | 6 | 6               |
|                                   |                        | Full-time contract  | 0                | 0 | 0               |
|                                   |                        | Part-time permanent | 0                | 0 | 0               |
|                                   |                        | Part-time contract  | 0                | 0 | 0               |
|                                   |                        | Casual              | 0                | 0 | 0               |
| Senior Managers                   | -1                     | Full-time permanent | 1                | 2 | 3               |
|                                   |                        | Full-time contract  | 0                | 0 | 0               |
|                                   |                        | Part-time permanent | 0                | 0 | 0               |
|                                   |                        | Part-time contract  | 0                | 0 | 0               |
|                                   |                        | Casual              | 0                | 0 | 0               |
|                                   | -2                     | Full-time permanent | 0                | 8 | 8               |
|                                   |                        | Full-time contract  | 0                | 0 | 0               |
|                                   |                        | Part-time permanent | 0                | 0 | 0               |
|                                   |                        | Part-time contract  | 0                | 0 | 0               |
|                                   |                        | Casual              | 0                | 0 | 0               |

| Manager occupational categories | Reporting level to CEO | Employment status   | No. of employees |     |                 |
|---------------------------------|------------------------|---------------------|------------------|-----|-----------------|
|                                 |                        |                     | F                | M   | Total employees |
|                                 | -3                     | Full-time permanent | 0                | 3   | 3               |
|                                 |                        | Full-time contract  | 0                | 0   | 0               |
|                                 |                        | Part-time permanent | 0                | 0   | 0               |
|                                 |                        | Part-time contract  | 0                | 0   | 0               |
|                                 |                        | Casual              | 0                | 0   | 0               |
| Other managers                  | -1                     | Full-time permanent | 0                | 3   | 3               |
|                                 |                        | Full-time contract  | 0                | 0   | 0               |
|                                 |                        | Part-time permanent | 0                | 0   | 0               |
|                                 |                        | Part-time contract  | 0                | 0   | 0               |
|                                 |                        | Casual              | 0                | 0   | 0               |
|                                 | -2                     | Full-time permanent | 0                | 6   | 6               |
|                                 |                        | Full-time contract  | 0                | 0   | 0               |
|                                 |                        | Part-time permanent | 0                | 0   | 0               |
|                                 |                        | Part-time contract  | 0                | 0   | 0               |
|                                 |                        | Casual              | 0                | 0   | 0               |
|                                 | -3                     | Full-time permanent | 6                | 38  | 44              |
|                                 |                        | Full-time contract  | 0                | 0   | 0               |
|                                 |                        | Part-time permanent | 0                | 0   | 0               |
|                                 |                        | Part-time contract  | 0                | 0   | 0               |
|                                 |                        | Casual              | 0                | 0   | 0               |
|                                 | -4                     | Full-time permanent | 2                | 41  | 43              |
|                                 |                        | Full-time contract  | 0                | 0   | 0               |
|                                 |                        | Part-time permanent | 0                | 0   | 0               |
|                                 |                        | Part-time contract  | 0                | 0   | 0               |
|                                 |                        | Casual              | 0                | 0   | 0               |
| -5                              | Full-time permanent    | 0                   | 1                | 1   |                 |
|                                 | Full-time contract     | 0                   | 0                | 0   |                 |
|                                 | Part-time permanent    | 0                   | 0                | 0   |                 |
|                                 | Part-time contract     | 0                   | 0                | 0   |                 |
|                                 | Casual                 | 0                   | 0                | 0   |                 |
| Grand total: all managers       |                        |                     | 10               | 114 | 124             |

# Workplace profile

## Non-manager

| Non-manager occupational categories | Employment status   | No. of employees (excluding graduates and apprentices) |     | No. of graduates (if applicable) |   | No. of apprentices (if applicable) |   | Total employees |
|-------------------------------------|---------------------|--------------------------------------------------------|-----|----------------------------------|---|------------------------------------|---|-----------------|
|                                     |                     | F                                                      | M   | F                                | M | F                                  | M |                 |
| Professionals                       | Full-time permanent | 12                                                     | 39  | 0                                | 0 | 0                                  | 0 | 51              |
|                                     | Full-time contract  | 3                                                      | 4   | 0                                | 0 | 0                                  | 0 | 7               |
|                                     | Part-time permanent | 3                                                      | 1   | 0                                | 0 | 0                                  | 0 | 4               |
|                                     | Part-time contract  | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
|                                     | Casual              | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
| Technicians and trade               | Full-time permanent | 4                                                      | 20  | 0                                | 0 | 0                                  | 0 | 24              |
|                                     | Full-time contract  | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
|                                     | Part-time permanent | 0                                                      | 1   | 0                                | 0 | 0                                  | 0 | 1               |
|                                     | Part-time contract  | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
|                                     | Casual              | 1                                                      | 2   | 0                                | 0 | 0                                  | 0 | 3               |
| Community and personal service      | Full-time permanent | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
|                                     | Full-time contract  | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
|                                     | Part-time permanent | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
|                                     | Part-time contract  | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
|                                     | Casual              | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
| Clerical and administrative         | Full-time permanent | 42                                                     | 58  | 0                                | 0 | 0                                  | 0 | 100             |
|                                     | Full-time contract  | 2                                                      | 1   | 0                                | 0 | 0                                  | 0 | 3               |
|                                     | Part-time permanent | 4                                                      | 0   | 0                                | 0 | 0                                  | 0 | 4               |
|                                     | Part-time contract  | 1                                                      | 0   | 0                                | 0 | 0                                  | 0 | 1               |
|                                     | Casual              | 0                                                      | 1   | 0                                | 0 | 0                                  | 0 | 1               |
| Sales                               | Full-time permanent | 16                                                     | 111 | 0                                | 0 | 0                                  | 0 | 127             |
|                                     | Full-time contract  | 0                                                      | 1   | 0                                | 0 | 0                                  | 0 | 1               |
|                                     | Part-time permanent | 3                                                      | 0   | 0                                | 0 | 0                                  | 0 | 3               |
|                                     | Part-time contract  | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
|                                     | Casual              | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
| Machinery operators and drivers     | Full-time permanent | 2                                                      | 293 | 0                                | 0 | 0                                  | 0 | 295             |
|                                     | Full-time contract  | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
|                                     | Part-time permanent | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
|                                     | Part-time contract  | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
|                                     | Casual              | 0                                                      | 1   | 0                                | 0 | 0                                  | 0 | 1               |

| Non-manager occupational categories | Employment status   | No. of employees (excluding graduates and apprentices) |     | No. of graduates (if applicable) |   | No. of apprentices (if applicable) |   | Total employees |
|-------------------------------------|---------------------|--------------------------------------------------------|-----|----------------------------------|---|------------------------------------|---|-----------------|
|                                     |                     | F                                                      | M   | F                                | M | F                                  | M |                 |
| Labourers                           | Full-time permanent | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
|                                     | Full-time contract  | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
|                                     | Part-time permanent | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
|                                     | Part-time contract  | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
|                                     | Casual              | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
| Others                              | Full-time permanent | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
|                                     | Full-time contract  | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
|                                     | Part-time permanent | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
|                                     | Part-time contract  | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
|                                     | Casual              | 0                                                      | 0   | 0                                | 0 | 0                                  | 0 | 0               |
| Grand total: all non-managers       |                     | 93                                                     | 533 | 0                                | 0 | 0                                  | 0 | 626             |

# Reporting questionnaire

## Gender equality indicator 1: Gender composition of workforce

This indicator seeks information about the gender composition of relevant employers in a standardised format, to enable the aggregation of data across and within industries. The aggregated data in your workplace profile assists relevant employers in understanding the characteristics of their workforce, including in relation to occupational segregation, the position of women and men in management within their industry or sector, and patterns of potentially insecure employment.

**NB. IMPORTANT:**

- References to the Act mean the Workplace Gender Equality Act 2012.
- A formal 'policy' and/or 'formal strategy' in this questionnaire refers to formal policies and/or strategies that are either standalone or contained within another formal policy/formal strategy.
- Data provided in this reporting questionnaire covers the TOTAL reporting period from 1 April 2018 to 31 March 2019. (This differs from the workplace profile data which is taken at a point-in-time during the reporting period).
- Answers need to reflect ALL organisations covered in this report.
- If you select "NO, Insufficient resources/expertise" to any option, this may cover human or financial resources.

**1. Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY relating to the following?**

**1.1 Recruitment**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

**1.2 Retention**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

**1.3 Performance management processes**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.4 Promotions

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.5 Talent identification/identification of high potentials

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.6 Succession planning

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.7 Training and development

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.8 Key performance indicators for managers relating to gender equality

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.9 Gender equality overall

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority



**1.10 How many employees were promoted during the reporting period against each category below?**

**IMPORTANT: Because promotions are included in the number of appointments in Q1.11, the number of promotions should never exceed appointments.**

|                                         | Managers |      | Non-managers |      |
|-----------------------------------------|----------|------|--------------|------|
|                                         | Female   | Male | Female       | Male |
| Permanent/ongoing full-time employees   |          | 21   | 5            | 36   |
| Permanent/ongoing part-time employees   |          |      | 1            | 1    |
| Fixed-term contract full-time employees |          |      |              |      |
| Fixed-term contract part-time employees |          |      |              |      |
| Casual employees                        |          |      |              |      |

**1.11 How many appointments in total (including the number of promotions above in Q1.10), were made to manager and non-manager roles during the reporting period (based on WGEA-defined managers/non-managers)?**

**IMPORTANT: promotions need to be added to these totals because they are considered internal appointments.**

|                                                                         | Female | Male |
|-------------------------------------------------------------------------|--------|------|
| Number of appointments made to MANAGER roles (including promotions)     | 2      | 29   |
| Number of appointments made to NON-MANAGER roles (including promotions) | 26     | 146  |

**1.12 How many employees resigned during the reporting period against each category below?**

|                                         | Managers |      | Non-managers |      |
|-----------------------------------------|----------|------|--------------|------|
|                                         | Female   | Male | Female       | Male |
| Permanent/ongoing full-time employees   | 2        | 12   | 13           | 41   |
| Permanent/ongoing part-time employees   |          |      | 1            |      |
| Fixed-term contract full-time employees | 1        |      | 3            |      |
| Fixed-term contract part-time employees |          |      |              |      |
| Casual employees                        |          |      | 1            | 2    |

**1.13 If your organisation would like to provide additional information relating to gender equality indicator 1, please do so below.**

USGBoral continues to focus on improving the gender composition of its workforce. The Diversity Strategy and Plan has the initiatives, actions and indicators to address gender equality issues, with a specific focus on increasing the representation of women in key leadership and decision making roles, the number of female graduates in each intake, the representation of women in leadership development programs, and improving the conversation rate of female candidates to placement is also a key initiative in progress. The Diversity Plan has six strategic elements:

Element 1: Leadership. Engage leaders in increasing the representation of women in leadership, supervisory non-traditional roles. Leaders to champion diversity and gender equality across the organisation and deliver the strategy and plan.

Element 2: Communication and Education. Raising awareness and knowledge of diversity with a particular focus on gender equality and unconscious bias, providing education and skill development to management to lead and manage diverse teams, and networking to provide women with opportunities to build relationships with key leaders.

Element 3: System and Process Design and Deployment. Implementation of diversity metrics and dashboard to track and report on the progress against key performance indicators. The dashboard benchmarks across total business, regions and teams. Implementation of flexible work practices and policies, updating of succession planning and talent identification processes to identify and develop women for key roles.

Element 4: Gender Equality and Pay Equity. Annual analysis, reporting and investigation of pay equality across the organisation, external benchmarking of pay equity against and General and Manufacturing industries, and the development of suitable metrics to measure and manage pay equality.

Element 5: Generational Diversity. Development of capability of managers to lead and manage generationally diverse team. A research project is in progress to identify opportunities to support mature aged employees who are retiring, transitioning to retirement or would like to continue to work more flexibly. The next phase of the future of work assessment is to complete workforce analytics to identify future trends in roles and capabilities.

Element 6: Indigenous Relations. Continue to focus on increasing the representation of indigenous employees, with a specific focus on indigenous women, through Boral's Indigenous Relations program. To increase knowledge and awareness of the indigenous relations program, presentations were held by members of Diversity Council in regional offices. Formal endorsement of the Respect Reconciliation Action Plan (RAP) has been provided by Reconciliation Australia. The Diversity and Inclusion Council is now progressing RAP actionable commitments.

Each element has approved actions and programs which are delivered over a rolling three year period to embed diversity and progress gender diversity. The Executive Recruitment Strategy requires that where possible, at least 50% of suitably qualified candidates are female, with interview panels to have at least one female participant. Selection is to be on merit, but consideration given to select female candidates.

Reporting is in place for recruiting managers to provide rationale for decisions where female candidates have not been identified, interviewed or selected. External recruitment companies are also required to present female candidates for consideration for executive and senior manager roles. The Diversity Council is tasked with the delivery of the Diversity Strategy and Plan and is one of a number of consultative mechanisms on diversity and gender equality in Boral. Other mechanisms include the Diversity in Leadership Alumni and Executive Committee Meetings.

The Diversity in Leadership Forums, sponsored by the Chief Executive Officer, continue to provide opportunities for women and men to discuss and share views and experiences on leadership, gender equality and diversity. The Sponsorship Program for Women continues to identify women with talent and capability for key leadership roles, where the focus is for senior executives to assist, help and mentor women with their careers and progression. Executives in consultation with the Diversity Chair and Diversity Council have development broad targets for FY2019 to progress gender equality.

## Gender equality indicator 2: Gender composition of governing bodies

Gender composition of governing bodies is an indicator of gender equality at the highest level of organisational leadership and decision-making. This gender equality indicator seeks information on the representation of women and men on governing bodies. The term "governing body" in relation to a relevant employer is broad and depends on the nature of your organisation. It can mean the board of directors, trustees, committee of management, council or other governing authority of the employer.

**2. The organisation(s) you are reporting on will have a governing body. In the Act, governing body is defined as "the board of directors, trustees, committee of management, council or other governing authority of the employer". This question relates to the highest governing body for your Australian entity, even if it is located overseas.**

**2.1 Please answer the following questions relating to each governing body covered in this report.**

**Note: If this report covers more than one organisation, the questions below will be repeated for each organisation before proceeding to question 2.2.**

**If your organisation's governing body is the same as your parent entity's, you will need to add your organisation's name BUT the numerical details of your parent entity's governing body.**

**2.1a.1 Organisation name?**

USG Building Products Pty Limited

**2.1b.1 How many Chairs on this governing body?**

|        | Female | Male |
|--------|--------|------|
| Number | 1      | 0    |

**2.1c.1 How many other members are on this governing body (excluding the Chair/s)?**

|        | Female | Male |
|--------|--------|------|
| Number | 2      | 3    |

**2.1d.1 Has a target been set to increase the representation of women on this governing body?**

- Yes
- No (you may specify why a target has not been set)
- Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body/board appointments (provide details why):
  - Not a priority
  - Other (provide details):

**2.1g.1 Are you reporting on any other organisations in this report?**

- Yes
- No

**2.2 Do you have a formal selection policy and/or formal selection strategy for governing body members for ALL organisations covered in this report?**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal selection policy or formal selection strategy is in place)
- In place for some governing bodies
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body appointments (provide details why)
  - Not a priority
  - Other (provide details):

**2.3 Does your organisation operate as a partnership structure (i.e. select NO if your organisation is an “incorporated” entity - Pty Ltd, Ltd or Inc; or an “unincorporated” entity)?**

- Yes
- No

**2.5 If your organisation would like to provide additional information relating to gender equality indicator 2, please do so below.**

Boral Limited's Chairman is female and the Chairman of the USGBoral Joint Venture is also female. The Boral Limited board has strong female representation on the Board with 40% of directors being female. The Health, Safety and Environment Committee, a sub-committee of the Board is also chaired by a female director.

## Gender equality indicator 3: Equal remuneration between women and men

Equal remuneration between women and men is a key component of improving women's economic security and progressing gender equality.

**3. Do you have a formal policy and/or formal strategy on remuneration generally?**

- Yes (select all applicable answers)
- Policy

- Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Salaries set by awards/industrial or workplace agreements
  - Non-award employees paid market rate
  - Not a priority
  - Other (provide details):

**3.1 Are specific gender pay equity objectives included in your formal policy and/or formal strategy?**

- Yes (provide details in question 3.2 below)
- No (you may specify why pay equity objectives are not included in your formal policy or formal strategy)
- Currently under development, please enter date this is due to be completed
  - Salaries set by awards/industrial or workplace agreements
  - Insufficient resources/expertise
  - Non-award employees paid market rate
  - Not a priority
  - Other (provide details):

**4. Have you analysed your payroll to determine if there are any remuneration gaps between women and men (i.e. conducted a gender pay gap analysis)?**

- Yes - the most recent gender remuneration gap analysis was undertaken:
- Within last 12 months
  - Within last 1-2 years
  - More than 2 years ago but less than 4 years ago
  - Other (provide details):
- No (you may specify why you have not analysed your payroll for gender remuneration gaps)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Salaries for ALL employees (including managers) are set by awards or industrial agreements AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)
  - Salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
  - Non-award employees paid market rate
  - Not a priority
  - Other (provide details):

**4.01 You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide).**

Remuneration gap analysis has been completed annually for the last 7 years. Analysis uses WGEA position categories as the framework, and includes tracking changes in pay gaps over the analysis periods. Categories where pay gaps are greater than 10% undergo more detailed analysis on a position 'like for like' basis down to employee level. Boral has also benchmarked its gender pay gaps using WGEA data for Manufacturing and All Industries. Pay equity analysis is presented annually to the Remuneration & Nomination Committee for their review.

**4.1 Did you take any actions as a result of your gender remuneration gap analysis?**

- Yes – indicate what actions were taken (select all applicable answers)
- Created a pay equity strategy or action plan
  - Identified cause/s of the gaps
  - Reviewed remuneration decision-making processes
  - Analysed commencement salaries by gender to ensure there are no pay gaps
  - Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
  - Analysed performance pay to ensure there is no gender bias (including unconscious bias)
  - Trained people-managers in addressing gender bias (including unconscious bias)
  - Set targets to reduce any like-for-like gaps
  - Set targets to reduce any organisation-wide gaps

- Reported pay equity metrics (including gender pay gaps) to the governing body
- Reported pay equity metrics (including gender pay gaps) to the executive
- Reported pay equity metrics (including gender pay gaps) to all employees
- Reported pay equity metrics (including gender pay gaps) externally
- Corrected like-for-like gaps
- Conducted a gender-based job evaluation process
- Implemented other changes (provide details):
- No (you may specify why no actions were taken resulting from your remuneration gap analysis)
  - No unexplainable or unjustifiable gaps identified
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Salaries set by awards/industrial or workplace agreements
  - Non-award employees are paid market rate
  - Unable to address cause/s of gaps (provide details why):
  - Not a priority
  - Other (provide details):

**4.2 If your organisation would like to provide additional information relating to gender equality indicator 3, please do so below:**

## Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities

This indicator will enable the collection and use of information from relevant employers about the availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities. One aim of this indicator is to improve the capacity of women and men to combine paid work and family or caring responsibilities through such arrangements. The achievement of this goal is fundamental to gender equality and to maximising Australia's skilled workforce.

**5. A "PRIMARY CARER" is the member of a couple or a single carer, REGARDLESS OF GENDER, identified as having greater responsibility for the day-to-day care of a child.**

**Do you provide EMPLOYER FUNDED paid parental leave for PRIMARY CARERS that is available for women AND men, in addition to any government funded parental leave scheme for primary carers?**

- Yes. (Please indicate how employer funded paid parental leave is provided to the primary carer):
  - By paying the gap between the employee's salary and the government's paid parental leave scheme
  - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
  - As a lump sum payment (paid pre- or post- parental leave, or a combination)
- No, we offer paid parental leave for primary carers that is available to women ONLY (e.g. maternity leave). (Please indicate how employer funded paid parental leave is provided to women ONLY):
  - By paying the gap between the employee's salary and the government's paid parental leave scheme
  - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
  - As a lump sum payment (paid pre- or post- parental leave, or a combination)
- No, we offer paid parental leave for primary carers that is available to men ONLY. (Please indicate how employer funded paid parental leave is provided to men ONLY):
  - By paying the gap between the employee's salary and the government's paid parental leave scheme
  - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
  - As a lump sum payment (paid pre- or post- parental leave, or a combination)
- No, not available (you may specify why this leave is not provided)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Government scheme is sufficient
  - Not a priority
  - Other (provide details):

**5.1 How many weeks of EMPLOYER FUNDED paid parental leave for primary carers is provided? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees:**

14

**5a. If your organisation would like to provide additional information on your paid parental leave for primary carers e.g. eligibility period, where applicable the maximum number of weeks provided, and other arrangements you may have in place, please do so below.**

The fourteen weeks paid parental leave is also available to casuals who have worked for 12 months on a regular basis, adoptive parents (either parent so long as they are the primary carer) and same sex couples (either parent so long as they are the primary carer). One weeks paid paternity leave is also provided to secondary carers.

**5.2 What proportion of your total workforce has access to employer funded paid parental leave for PRIMARY CARERS?**

- In your calculation, you MUST INCLUDE CASUALS when working out the proportion.

- <10%
- 10-20%
- 21-30%
- 31-40%
- 41-50%
- 51-60%
- 61-70%
- 71-80%
- 81-90%
- 91-99%
- 100%

**5.3 Please indicate whether your employer funded paid parental leave for primary carers covers:**

- Adoption
- Surrogacy
- Stillbirth

**6. A "SECONDARY CARER" is a member of a couple or a single carer, REGARDLESS OF GENDER, who is not the primary carer.**

**Do you provide EMPLOYER FUNDED paid parental leave for SECONDARY CARERS that is available for men and women, in addition to any government funded parental leave scheme for secondary carers?**

- Yes
- No, we offer paid parental leave for SECONDARY CARERS that is available to men ONLY (e.g. paternity leave)
- No, we offer paid parental leave for SECONDARY CARERS that is available to women ONLY
- No (you may specify why employer funded paid parental leave for secondary carers is not paid)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Government scheme is sufficient
  - Not a priority
  - Other (provide details):

**6.1 How many days of EMPLOYER FUNDED parental leave is provided for SECONDARY CARERS? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of days provided to eligible employees:**

5

**6a. If your organisation would like to provide additional information on your paid parental leave for SECONDARY CARERS e.g. eligibility period, other arrangements you may have in place etc, please do so below.**

Boral has provided one week's paid parental leave for secondary carers for over 9 years. Boral also provides secondary carers with opportunity to access flexible work arrangements to assist with the care of the child.

**6.2 What proportion of your total workforce has access to employer funded paid parental leave for SECONDARY CARERS?**

- In your calculation, you **MUST INCLUDE CASUALS** when working out the proportion.

- <10%
- 10-20%
- 21-30%
- 31-40%
- 41-50%
- 51-60%
- 61-70%
- 71-80%
- 81-90%
- 91-99%
- 100%

**6.3 Please indicate whether your employer funded paid parental leave for secondary carers covers:**

- Adoption
- Surrogacy
- Stillbirth

**7. How many MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.**

|          | Primary carer's leave |      | Secondary carer's leave |      |
|----------|-----------------------|------|-------------------------|------|
|          | Female                | Male | Female                  | Male |
| Managers | 1                     | 0    | 0                       | 7    |

**7.1 How many NON-MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.**

|              | Primary carer's leave |      | Secondary carer's leave |      |
|--------------|-----------------------|------|-------------------------|------|
|              | Female                | Male | Female                  | Male |
| Non-managers | 8                     | 0    | 1                       | 23   |

**8. How many MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?**

- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
- 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

|          | Female | Male |
|----------|--------|------|
| Managers | 0      | 0    |

**8.1 How many NON-MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?**

- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
- 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.



|              | Female | Male |
|--------------|--------|------|
| Non-managers | 0      | 0    |

**9. Do you have a formal policy and/or formal strategy on flexible working arrangements?**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Don't offer flexible arrangements
  - Not a priority
  - Other (provide details):

**9.1 You may indicate which of the following are included in your flexible working arrangements strategy:**

- A business case for flexibility has been established and endorsed at the leadership level
- Leaders are visible role models of flexible working
- Flexible working is promoted throughout the organisation
- Targets have been set for engagement in flexible work
- Targets have been set for men's engagement in flexible work
- Leaders are held accountable for improving workplace flexibility
- Manager training on flexible working is provided throughout the organisation
- Employee training is provided throughout the organisation
- Team-based training is provided throughout the organisation
- Employees are surveyed on whether they have sufficient flexibility
- The organisation's approach to flexibility is integrated into client conversations
- The impact of flexibility is evaluated (eg reduced absenteeism, increased employee engagement)
- Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel
- Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body

**10. Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreement
  - Not a priority
  - Other (provide details):

**11. Do you offer any other support mechanisms, other than leave, for employees with family or caring responsibilities (eg, employer-subsidised childcare, breastfeeding facilities)?**

- Yes
- No (you may specify why non-leave based measures are not in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

**11.1 Please select what support mechanisms are in place and if they are available at all worksites.**

- **Where only one worksite exists, for example a head-office, select "Available at all worksites".**
- Employer subsidised childcare
  - Available at some worksites only
  - Available at all worksites



- On-site childcare
  - Available at some worksites only
  - Available at all worksites
- Breastfeeding facilities
  - Available at some worksites only
  - Available at all worksites
- Childcare referral services
  - Available at some worksites only
  - Available at all worksites
- Internal support networks for parents
  - Available at some worksites only
  - Available at all worksites
- Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave)
  - Available at some worksites only
  - Available at all worksites
- Information packs to support new parents and/or those with elder care responsibilities
  - Available at some worksites only
  - Available at all worksites
- Referral services to support employees with family and/or caring responsibilities
  - Available at some worksites only
  - Available at all worksites
- Targeted communication mechanisms, for example intranet/ forums
  - Available at some worksites only
  - Available at all worksites
- Support in securing school holiday care
  - Available at some worksites only
  - Available at all worksites
- Coaching for employees on returning to work from parental leave
  - Available at some worksites only
  - Available at all worksites
- Parenting workshops targeting mothers
  - Available at some worksites only
  - Available at all worksites
- Parenting workshops targeting fathers
  - Available at some worksites only
  - Available at all worksites
- None of the above, please complete question 11.2 below

**12. Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?**

- Yes (select all applicable answers)
  - Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreements
  - Not aware of the need
  - Not a priority
  - Other (please provide details):  
USGBoral will be undertaking a review of approaches to formal policies and strategies to support employees experiencing family or domestic violence to inform an approach to policy.

**13. Other than a formal policy and/or formal strategy, do you have any support mechanisms in place to support employees who are experiencing family or domestic violence?**

- Yes (select all applicable answers)
  - Employee assistance program (including access to a psychologist, chaplain or counsellor)
  - Training of key personnel
  - A domestic violence clause is in an enterprise agreement or workplace agreement
  - Workplace safety planning
  - Access to paid domestic violence leave (contained in an enterprise/workplace agreement)

- Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)
- Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)
- Access to unpaid leave
- Confidentiality of matters disclosed
- Referral of employees to appropriate domestic violence support services for expert advice
- Protection from any adverse action or discrimination based on the disclosure of domestic violence
- Flexible working arrangements
- Provision of financial support (e.g. advance bonus payment or advanced pay)
- Offer change of office location
- Emergency accommodation assistance
- Access to medical services (e.g. doctor or nurse)
- Other (provide details):
- No (you may specify why no other support mechanisms are in place)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not aware of the need
  - Not a priority
  - Other (provide details):

**14. Where any of the following options are available in your workplace, are those option/s available to both women AND men?**

- flexible hours of work
- compressed working weeks
- time-in-lieu
- telecommuting
- part-time work
- job sharing
- carer's leave
- purchased leave
- unpaid leave.

Options may be offered both formally and/or informally.

For example, if time-in-lieu is available to women formally but to men informally, you would select NO.

- Yes, the option/s in place are available to both women and men.
- No, some/all options are not available to both women AND men.

**14.1 Which options from the list below are available? Please tick the related checkboxes.**

- Unticked checkboxes mean this option is NOT available to your employees.

|                          | Managers                            |                                     | Non-managers                        |                                     |
|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
|                          | Formal                              | Informal                            | Formal                              | Informal                            |
| Flexible hours of work   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| Compressed working weeks | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| Time-in-lieu             | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| Telecommuting            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| Part-time work           | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| Job sharing              | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| Carer's leave            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| Purchased leave          | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            |
| Unpaid leave             | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |

**14.3 You may specify why any of the above options are NOT available to your employees.**

- Currently under development, please enter date this is due to be completed  
USGBoral will assess in FY2020 provision of purchased leave as well as launching an on-line learning module on workplace flexibility to support employees and managers with flexible work arrangements.
- Insufficient resources/expertise
- Not a priority
- Other (provide details):

**14.4 If your organisation would like to provide additional information relating to gender equality indicator 4, please do so below:**

Boral's Care for Kids on-line children support service has been available for over 6 years and continues to be available to all employees at all worksites. Boral also has a 'Keep in Touch' program for people on leave. A Flexible Working Playbook, developed to support and assist managers with providing and manager workplace flexibility was launched to support the Flexibility policy and procedure. The Playbook sets out ways in which flexibility can be provided to employees in order to support family responsibilities.

## Gender equality indicator 5: Consultation with employees on issues concerning gender equality in the workplace

This gender equality indicator seeks information on what consultation occurs between employers and employees on issues concerning gender equality in the workplace.

**15. Have you consulted with employees on issues concerning gender equality in your workplace?**

- Yes  
 No (you may specify why you have not consulted with employees on gender equality)  
 Not needed (provide details why):  
 Insufficient resources/expertise  
 Not a priority  
 Other (provide details):

**15.1 How did you consult with employees on issues concerning gender equality in your workplace?**

- Survey  
 Consultative committee or group  
 Focus groups  
 Exit interviews  
 Performance discussions  
 Other (provide details):  
Diversity in Leadership Forum includes discussion on gender equality. A pulse survey was held with a cross section of employees on diversity and Boral's diversity narrative. Presentations were held with Executive Committees and Leadership teams which included discussion on gender equality and diversity and critical roles these leaders play in promoting and progressing gender equality.

**15.2 Who did you consult?**

- All staff  
 Women only  
 Men only  
 Human resources managers  
 Management  
 Employee representative group(s)  
 Diversity committee or equivalent  
 Women and men who have resigned while on parental leave  
 Other (provide details):  
Consultation has also occurred with employees, male and female managers, Business Unit Executives Committees, Diversity in Leadership Alumni, interview participants and with the wider group of employees through the Diversity Council representatives.

**15.3 If your organisation would like to provide additional information relating to gender equality indicator 5, please do so below.**

Diversity in Leadership Forum includes discussion on gender equality. Discussions on gender equality and diversity and critical roles leaders play in promoting and progressing gender equality were held during the year.

## Gender equality indicator 6: Sex-based harassment and discrimination

The prevention of sex-based harassment and discrimination (SBH) has been identified as important in improving workplace participation. Set by the Minister, this gender equality indicator seeks information on the existence of a SBH policy and/or strategy and whether training of managers on SBH is in place.

### 16. Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreement
  - Not a priority
  - Other (provide details):

#### 16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?

- Yes
- No (you may specify why a grievance process is not included)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

### 17. Do you provide training for all managers on sex-based harassment and discrimination prevention?

- Yes - please indicate how often this training is provided:
- At induction
  - At least annually
  - Every one-to-two years
  - Every three years or more
  - Varies across business units
  - Other (provide details):
- No (you may specify why this training is not provided)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

#### 17.1 If your organisation would like to provide additional information relating to gender equality indicator 6, please do so below:

Boral has an established network of contact officers across the business to provide support, information and assistance to employees who believe they may have been subjected to harassment or discrimination. Contact Officers have Information Packs to provide information on the complaint process, support networks including outside agencies. Employees can access information on the network on the intranet. The Employee Assistance program also provides support to employees and their families who may be experiencing family or domestic violence. The program includes a manager referral service where the manager can refer an employee for assistance.

## Other

**18. If your organisation has introduced any outstanding initiatives that have resulted in improved gender equality in your workplace, please tell us about them.**

**(As with all questions in this questionnaire, information you provide here will appear in your public report.)**

Boral's approach to progressing diversity and gender equality includes the diversity narrative, which sets out what Boral is looking to deliver on diversity, gender equality and inclusion. Unconscious knowledge training and education continues to be deployed to address issues of bias in recruitment, promotion and selection processes. USGBoral as part of Boral Limited is a founding member of the Diversity Council of Australia. The Diversity Council continues to be the main forum to manage the delivery of Boral's Diversity Strategy and Plan, acting as key channel for consultation with employees. The Council is chaired by the Executive General Manager – Southern Region with broad representation from across employees and managers. Diversity in Leadership Forums continue to be a key forum for the open discussion of issues of gender, diversity and gender equality. Since FY2014, over 130 employees and leaders have attended a Diversity in Leadership Forum with the CEO & Managing Director. The Forum Alumni now has more than 100 active members, who meet quarterly to discuss issues of gender equality, the diversity plan and initiatives and what they can do in their respective teams to progress gender equality and diversity in Boral.

## Gender composition proportions in your workplace

### Important notes:

1. Proportions are based on the data contained in your workplace profile and reporting questionnaire.
2. Some proportion calculations will not display until you press **Submit** at step 6 on the reporting page in the portal. When your CEO signs off the report prior to it being submitted, it is on the basis that the proportions will only reflect the data contained in the report.
3. If any changes are made to your report after it has been submitted, the proportions calculations will be refreshed and reflect the changes after you have pressed **Re-submit** at step 6 on the reporting page.

### Based upon your workplace profile and reporting questionnaire responses:

#### Gender composition of workforce

1. the gender composition of your workforce overall is 13.7% females and 86.3% males.

#### Promotions

2. 9.4% of employees awarded promotions were women and 90.6% were men
  - i. 0.0% of all manager promotions were awarded to women
  - ii. 14.0% of all non-manager promotions were awarded to women.
3. 1.7% of your workforce was part-time and 3.1% of promotions were awarded to part-time employees.

#### Resignations

4. 27.6% of employees who resigned were women and 72.4% were men
  - i. 20.0% of all managers who resigned were women
  - ii. 29.5% of all non-managers who resigned were women.
5. 1.7% of your workforce was part-time and 1.3% of resignations were part-time employees.

#### Employees who ceased employment before returning to work from parental leave

- i. 0.0% of all women who utilised parental leave ceased employment before returning to work
- ii. 0.0% of all men who utilised parental leave ceased employment before returning to work
- iii. N/A - managers who utilised parental leave and ceased employment before returning to work were women
- iv. N/A - non-managers who utilised parental leave and ceased employment before returning to work were women.

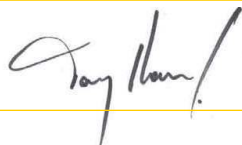
## CEO sign off confirmation

Name of CEO or equivalent:

Tony Charnock

Confirmation CEO has signed the report:

CEO signature:



Date:

3 June 2019