



Australian Government



Workplace
Gender Equality
Agency

2021 - 22 Gender Equality Reporting

Submitted by:

**De Martin & Gasparini Pty Limited
(ABN:81000205372)**

Boral Limited (ABN:13008421761)

**Boral Construction Materials Limited
(ABN:70000614826)**

**De Martin & Gasparini Contractors Pty
Limited (ABN:57074598299)**

**Boral Transport Limited
(ABN:31000111571)**

Boral Cement Limited (ABN:62008528523)

**Boral Resources (Qld) Pty. Limited
(ABN:46009671809)**

Q-Crete Premix Pty Ltd (ABN:63160844173)

**Boral Resources (Sa) Limited
(ABN:72007516494)**

**Boral Resources (Country) Pty. Limited
(ABN:51000187002)**

**Found Concrete Pty Ltd
(ABN:93620531820)**

**De Martin & Gasparini Pumping Pty Limited
(ABN:63074598262)**

Bitumax Pty. Limited (ABN:72007591835)

**Boral Construction Materials Group Ltd
(ABN:15000028080)**

**Pro Concrete Group Pty Limited
(ABN:11000512005)**

Allen's Asphalt Pty Ltd (ABN:49103076508)

**Dunmore Sand & Soil Pty. Limited
(ABN:62003497229)**

**Boral Resources (W.A.) Ltd
(ABN:57008686904)**

Bitupave Ltd (ABN:53000102376)

Concrite Pty Ltd (ABN:86000795166)

**Boral Resources (Nsw) Pty Ltd
(ABN:51000756507)**

**Boral Resources (Vic.) Pty. Limited
(ABN:87004620731)**

**South East Asphalt Pty Ltd
(ABN:63105536552)**

Date: 2022-06-14

#Workplace overview

Policies and strategies

1: Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?

...Recruitment	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Retention	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Performance management processes	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Promotions	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Talent identification/identification of high potentials	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Succession planning	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Training and development	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Key performance indicators for managers relating to gender equality	Yes(<i>Select all that apply</i>)
...Yes	Strategy

2: Do you have formal policy and/or formal strategy in place that support gender equality overall?

Yes(<i>Select all that apply</i>)	
...Yes	Strategy

3: Does your organisation have any of the following targets to address gender equality in your workplace?

Increase the number of women in leadership positions
...Other

4: If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

Gender composition of our workforce continues to be a key area of focus in Boral's Diversity Strategy and Plan which sets out the initiatives, actions, and indicators to address gender equality issues. Targets are currently being reviewed and agreed with the Board.

Key areas in our Diversity and Inclusion Plan are:

Leadership – as part of the establishment of a new Diversity and Inclusion Council, the Gender Employee Action Group has been launched. Our Chief Legal Officer (female) has been appointed executive sponsor. The aim of this group is to champion diversity and gender equality across the organisation and deliver the strategy and plan.

Communication and Education - awareness and knowledge of why 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. In line with our new Diversity and Inclusion strategy, our communication and education program is also being reviewed and updated.

Gender Equality and Pay Equity - Annual analysis, reporting and investigation of pay equality across the organisation with external benchmarking of pay equity against Construction, Mining and Manufacturing industries sectors, customers, competitors and best practice employers. Development of suitable metrics to measure and manage pay equality.

Governing bodies

De Martin & Gasparini Pty Limited

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Boral Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	2
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this	Yes(<i>Select all that apply</i>)

organisation's governing body members?	
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
	While there is no articulated target, one of the two (50%) independent director vacancies was recently filled by a female candidate.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

Boral Limited

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Boral Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	2
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
	While there is no articulated target, one of the

	two (50%) independent director vacancies was recently filled by a female candidate.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

Boral Construction Materials Limited

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Boral Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	
...Male	1
...Non-binary	0
...Members	
...Female	2
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
	While there is no articulated target, one of the two (50%) independent director vacancies was recently filled by a female candidate.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	There is no formal policy or strategy however

40% of our independent directors are female, with one of the two recent director appointments being female.

De Martin & Gasparini Contractors Pty Limited

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Boral Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	2
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
	While there is no articulated target, one of the two (50%) independent director vacancies was recently filled by a female candidate.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

Boral Transport Limited

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Boral Limited

1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	2
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
	While there is no articulated target, one of the two (50%) independent director vacancies was recently filled by a female candidate.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

Boral Cement Limited

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Boral Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0

...Male	1
...Non-binary	0
...Members	
...Female	2
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
	While there is no articulated target, one of the two (50%) independent director vacancies was recently filled by a female candidate.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

Boral Resources (Qld) Pty. Limited

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Boral Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	2
...Male	5
...Non-binary	0

1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
	While there is no articulated target, one of the two (50%) independent director vacancies was recently filled by a female candidate.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

Q-Crete Premix Pty Ltd

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Boral Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	2
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)

	Other (provide details)
	While there is no articulated target, one of the two (50%) independent director vacancies was recently filled by a female candidate.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

Boral Resources (Sa) Limited

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Boral Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	2
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
	While there is no articulated target, one of the two (50%) independent director vacancies was recently filled by a female candidate.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No

	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

Boral Resources (Country) Pty. Limited

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Boral Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	2
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
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1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

Found Concrete Pty Ltd

1: Does this organisation have a governing	Yes(<i>Provide further details on the governing</i>
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body?	<i>body(ies) and its composition)</i>
1.1: What is the name of your governing body?	Boral Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	2
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
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1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

De Martin & Gasparini Pumping Pty Limited

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition)</i>
1.1: What is the name of your governing body?	Boral Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	

...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	2
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
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	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

Bitumax Pty. Limited

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
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1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	2

...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
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	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

Boral Construction Materials Group Ltd

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Boral Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	2
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the	

representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
	While there is no articulated target, one of the two (50%) independent director vacancies was recently filled by a female candidate.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

Pro Concrete Group Pty Limited

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Boral Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	2
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
	While there is no articulated target, one of the two (50%) independent director vacancies was recently filled by a female candidate.
1.6: Do you have a formal policy and/or formal	

strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

Allen's Asphalt Pty Ltd

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Boral Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	2
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
	While there is no articulated target, one of the two (50%) independent director vacancies was recently filled by a female candidate.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

Dunmore Sand & Soil Pty. Limited

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Boral Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	2
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
	While there is no articulated target, one of the two (50%) independent director vacancies was recently filled by a female candidate.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

Boral Resources (W.A.) Ltd

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Boral Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing	

body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	2
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
	While there is no articulated target, one of the two (50%) independent director vacancies was recently filled by a female candidate.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

Bitupave Ltd

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Boral Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	

...Female	2
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
	While there is no articulated target, one of the two (50%) independent director vacancies was recently filled by a female candidate.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

Concrite Pty Ltd

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Boral Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	2
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy

1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
	While there is no articulated target, one of the two (50%) independent director vacancies was recently filled by a female candidate.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

Boral Resources (Nsw) Pty Ltd

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Boral Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	2
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
	While there is no articulated target, one of the two (50%) independent director vacancies was recently filled by a female candidate.

1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

Boral Resources (Vic.) Pty. Limited

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Boral Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	2
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
	While there is no articulated target, one of the two (50%) independent director vacancies was recently filled by a female candidate.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

South East Asphalt Pty Ltd

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Boral Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	0
...Male	1
...Non-binary	0
...Members	
...Female	2
...Male	5
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
	Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)
	Other (provide details)
	While there is no articulated target, one of the two (50%) independent director vacancies was recently filled by a female candidate.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	No
	Other (provide details)
	There is no formal policy or strategy however 40% of our independent directors are female, with one of the two recent director appointments being female.

2: If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.

#Action on gender equality

Gender pay gaps

1: Do you have a formal policy and/or formal strategy on remuneration generally?

Yes(*Select all that apply*)

...Yes	Strategy
1.1: Are specific pay equity objectives included in your formal policy and/or formal strategy?	No(<i>Select all that apply</i>)
...No	Non-award employees paid market rate Salaries set by awards/industrial or workplace agreements

2: What was the snapshot date used for your Workplace Profile?

31-Mar-2022

Employer action on pay equity

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

Yes(*Provide further details on the most recent gender remuneration gap analysis that was undertaken.*)

1.1: When was the most recent gender remuneration gap analysis undertaken?	Within the last 12 months
1.2: Did you take any actions as a result of your gender remuneration gap analysis?	Yes(<i>Select all that apply</i>)
1.2: Did you take any actions as a result of your gender remuneration gap analysis?	Reviewed remuneration decision-making processes Reported pay equity metrics (including gender pay gaps) to the governing body
.. Yes	
1.3: 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)	Gender remuneration gaps have been addressed on an ad hoc basis. We are planning to introduce a more formal process in the coming 12-18 months.

3: If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.

Employee consultation

1: Have you consulted with employees on issues concerning gender equality in your workplace during the reporting period?

Yes(*Provide further details on the employee consultation process.*)

1.1: How did you consult employees?	Survey Focus groups
-------------------------------------	------------------------

1.2: Who did you consult?	Management
---------------------------	------------

2: Do you have a formal policy and/or formal strategy in place on consulting employees about gender equality?

Yes (*Select all that apply.*)

...Yes	Strategy
--------	----------

3: On what date did your organisation share your previous year's public reports with employees?

23-Aug-2021

4: Does your organisation have shareholders?

Yes

4.1: On what date did your organisation share your previous year's public reports with shareholders?	23-Aug-2021
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5: Have you shared previous Executive Summary and Benchmark reports with the governing body?

Yes

6: If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.

Boral conducted an organisation wide engagement survey in 2020. A follow-up survey was conducted in 2021 for managers to gain further insight into a number of issues including gender equality. Managers were then invited to attend focus groups to discuss the findings from the survey. These findings helped inform the remit for the new Diversity and Inclusions Council as well as other issues such as organisation communications and flexible work practices.

#Flexible work

Flexible working

1: Do you have a formal policy and/or formal strategy on flexible working arrangements?

Yes (*Select all that apply*)

...Yes	Policy Strategy
...A business case for flexibility has been established and endorsed at the leadership level	Yes
...Leaders are visible role models of flexible working	Yes
...Flexible working is promoted throughout the organisation	Yes
...Targets have been set for engagement in flexible work	No (<i>Select all that apply</i>)
...No	Currently under development (<i>Select the estimated completion date.</i>)
...Currently under development	31-Dec-2022
...Targets have been set for men's engagement in flexible work	No (<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	Boral's flexible working strategy applies to all employees irrespective of gender
...Leaders are held accountable for improving workplace flexibility	Yes
...Manager training on flexible working is provided throughout the organisation	Yes
...Employee training is provided throughout the organisation	Yes
...Team-based training is provided throughout the organisation	Yes
...Employees are surveyed on whether they have sufficient flexibility	No (<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	In moving to hybrid work, Boral conducted a survey regarding employees' preferred flexible working patterns to assist in understanding their flexible working preferences
...The organisation's approach to flexibility is integrated into client conversations	Yes

...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	Yes
...Other (provide details)	No

2: Do you offer any of the following flexible working options to MANAGERS in your workplace?

...Flexible hours of work	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available
...Compressed working weeks	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available
...Time-in-lieu	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Informal options are available
...Telecommuting (e.g. working from home)	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available
...Part-time work	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available
...Job sharing	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available
...Carer's leave	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available
...Purchased leave	No(<i>You may specify why the above option is not available to your employees.</i>)
...No	Not a priority

...Unpaid leave	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available

3: Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?

Yes

4: Has your organisation implemented an 'all roles flex' approach to flexible work?

No

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce during the 2021-22 reporting period?

Don't know / Not applicable

6: If your workplace includes hybrid teams (i.e. some employees in a team work remotely while other employees in a team work at the organisation's usual workplace), have any of the following measures been utilised to ensure the fair treatment of all employees regardless of work location?

Training for managers on how to work with flexible and remote/hybrid teams
 Training for non-managers on how to work with flexible and remote/hybrid teams
 Training for all employees on how to work with flexible and remote/hybrid teams
 Employee performance is measured by performance and not presenteeism
 All team meetings are held online

7: If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, including specific changes due to the impact of the COVID-19 pandemic on your workplace, please do so below.

A hybrid workplace is currently being piloted in NSW. If successful, the hybrid model is intended to be rolled out across all offices nationally where hybrid is appropriate.

#Employee support

Paid parental leave

1: Do you provide employer funded paid parental leave regardless of carer's status (i.e. primary/secondary) in addition to any government funded parental leave scheme?

Yes, we offer employer funded parental leave (using the primary/secondary carer definition)

1.1: Do you provide employer funded paid parental leave for primary carers in addition to any government funded parental leave scheme?	Yes(<i>Please indicate how employer funded paid parental leave is provided to the primary carers.</i>)
1.1.a: Please indicate whether your employer-funded paid parental leave for primary carers is available to:	Women only
1.1.b: Please indicate whether your employer-funded paid parental leave for primary carers covers:	Birth Adoption Surrogacy Stillbirth
1.1.c: How do you pay employer funded paid parental leave to primary carers?	Paying the employee's full salary
1.1.d: Do you pay superannuation contribution to your primary carers while they are on parental leave?	Yes, on employer funded parental leave
1.1.e: How many weeks (minimum) of employer funded paid parental leave for primary carers is provided?	14
1.1.f: What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?	91-100%
1.1.g: Do you require primary carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer funded parental leave?	Yes
1.1.g.1: How long is the qualifying period?	12
1.1.h: Do you require primary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Yes
1.1.h: Do you require primary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Within 6 months

.. Yes	
1.2: Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme?	Yes(Please indicate how employer funded paid parental leave is provided to the secondary carers.)
1.2.a: Please indicate whether your employer-funded paid parental leave for secondary carers is available to:	All, regardless of gender
1.2.b: Please indicate whether your employer-funded paid parental leave for secondary carers covers:	Birth Adoption Surrogacy Stillbirth
1.2.c: How do you pay employer funded paid parental leave to secondary carers?	Paying the employee's full salary
1.2.d: Do you pay superannuation contribution to your secondary carers while they are on parental leave?	Yes, on employer funded parental leave
1.2.e: How many weeks (minimum) of employer funded paid parental leave for secondary carers is provided?	1
1.2.f: What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?	90-100%
1.2.g: Do you require secondary carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer funded parental leave?	Yes
1.2.g.1: How long is the qualifying period?	12
1.2.h: Do you require secondary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Yes
1.2.h: Do you require secondary carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Within 6 months
.. Yes	

2: If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.

The fourteen weeks paid maternity 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.

Support for carers

1: Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

Yes(*Select all that apply*)

...Yes

Policy
Strategy

2: Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

...Employer subsidised childcare

No(*You may specify why the above support mechanism is not available to your employees.*)

...No

Not a priority

...Other (provide details)

...On-site childcare

No(*You may specify why the above support mechanism is not available to your employees.*)

...No

Other (provide details)

...Other (provide details)

Provision of this benefit has not been considered because Boral has a widely dispersed workforce across Australia with multiple worksites, some very small, which makes the fair provision of on-site childcare challenging.

...Breastfeeding facilities

Yes(*Please indicate the availability of this support mechanism.*)

...Yes

Available at SOME worksites

...Childcare referral services

Yes(*Please indicate the availability of this support mechanism.*)

...Yes

Available at ALL worksites

...Internal support networks for parents

Yes(*Please indicate the availability of this support mechanism.*)

...Yes

Available at ALL worksites

...Return to work bonus (only select if this bonus is not the balance of paid parental leave)

No(*You may specify why the above support mechanism is not available to your employees.*)

...No

Not a priority

...Information packs for new parents and/or those with elder care responsibilities

Yes(*Please indicate the availability of this support mechanism.*)

...Yes

Available at ALL worksites

...Referral services to support employees with family and/or caring responsibilities

Yes(*Please indicate the availability of this support mechanism.*)

...Yes

Available at ALL worksites

...Targeted communication mechanisms (e.g. intranet/forums)

Yes(*Please indicate the availability of this support mechanism.*)

...Yes	Available at SOME worksites
...Support in securing school holiday care	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Not a priority
...Coaching for employees on returning to work from paid parental leave	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Other (provide details)
...Other (provide details)	Boral does not have a formal coaching process but it encourages managers and employees to communicate regularly to ensure any issues arising from their return from parental leave are addressed in a timely manner. In addition, access to various support services is detailed on our intranet.
...Parenting workshops targeting mothers	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Not a priority
...Parenting workshops targeting fathers	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Not a priority
...Other (provide details)	No

3: If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.

Boral has an intranet site to provide information and access to child care and other support services. Boral also has a 'Keep in Touch' program for employees on parental leave.

Sex-based harassment and discrimination

1: Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?

Yes(*Select all that apply*)

...Yes	Policy Strategy
1.1: Do you provide a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?	Yes

2: Do you provide training on sex-based harassment and discrimination prevention to the following groups?

...All managers	Yes(<i>Please indicate how often is this training provided (select all that apply):</i>)
...Yes	At induction Every one-to-two years
	Yes(<i>Please indicate how often is this training</i>

...All employees	<i>provided (select all that apply):</i>
...Yes	At induction Every one-to-two years

3: If your organisation would like to provide additional information relating to sex-based harassment and discrimination, please do so below.

Boral's network of contact officers provide support, information and assistance to employees who believe they may have been subjected to harassment or discrimination. They are provided with an Information Pack which sets out information on the complaint process, support networks including outside agencies. Employees can access information on the network on the intranet. Boral reviewed its training on discrimination and harassment.

On-line learning materials are available across Boral. The Employee Assistance program 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.

Family or domestic violence

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

No(<i>Select all that apply</i>)	
...No	Other (provide details)
...Other (provide details)	Boral will be reviewing its policies on all types of leave.

2: Other than a formal policy and/or formal strategy, do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?

...Employee assistance program (including access to psychologist, chaplain or counsellor)	Yes
...Training of key personnel	No(<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	As part of the scope of the leave policies review, Boral will then determine if any specific policies require training.
...A domestic violence clause is in an enterprise agreement or workplace agreement	Yes
...Workplace safety planning	No(<i>Select all that apply</i>)
...No	Other (provide details)
...Other (provide details)	As part of the scope of the leave policies review, Boral will determine whether any workplace safety planning is needed
...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	No(<i>Select all that apply</i>)

...No	Insufficient resources/expertise
...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	Yes(<i>Is the leave period unlimited?</i>)
...Yes	No
...Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	No(<i>Select all that apply</i>)
...No	Insufficient resources/expertise
...Access to unpaid leave	Yes(<i>Is the leave period unlimited?</i>)
...Yes	No
: How many days of unpaid domestic violence leave are provided?	5
...Confidentiality of matters disclosed	Yes
...Referral of employees to appropriate domestic violence support services for expert advice	Yes
...Protection from any adverse action or discrimination based on the disclosure of domestic violence	Yes
...Flexible working arrangements	Yes
...Provision of financial support (e.g. advance bonus payment or advanced pay)	Yes
...Offer change of office location	Yes
...Emergency accommodation assistance	No(<i>Select all that apply</i>)
...No	Insufficient resources/expertise
...Access to medical services (e.g. doctor or nurse)	Yes
...Other (provide details)	No

3: If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below.

The Boral Employee Assistance Program provides support to employees and their families who may be experiencing family or domestic violence. The Program also includes a manager referral service where the manager can refer an employee for help and assistance.

Workforce Management Statistics Table

Industry: Non-Metallic Mineral Product Manufacturing

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*	
1. How many employees were promoted?	Full-time	Permanent	Managers	8	37	45	
			Non-managers	38	128	166	
		Fixed-Term Contract	Managers		1	1	
			Non-managers	2	2	4	
	Part-time	Permanent	Managers	1		1	
			Non-managers		1	1	
	N/A	Casual	Non-managers		2	2	
	2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	Managers		6	6
				Non-managers	19	89	108
Fixed-Term Contract			Non-managers	3	3	6	
Part-time		Permanent	Non-managers	5	2	7	
N/A		Casual	Non-managers		1	1	
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	Managers	20	53	73	
			Non-managers	136	610	746	
		Fixed-Term Contract	Managers	3	6	9	
			Non-managers	38	75	113	
	Part-time	Permanent	Managers	2		2	
			Non-managers	4	1	5	
	N/A	Casual	Non-managers	6	51	57	

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Non-Metallic Mineral Product Manufacturing

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	Managers	3	50	53
			Non-managers	109	584	693
		Fixed-Term Contract	Managers	1		1
			Non-managers	15	27	42
	Part-time	Permanent	Managers	1		1
			Non-managers	10	2	12
	N/A	Casual	Non-managers	6	26	32
	5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Managers	2	
Non-managers				25		25
Part-time		Permanent	Non-managers	12		12
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	Managers		17	17
			Non-managers		149	149
		Fixed-Term Contract	Non-managers		2	2

* Total employees includes Gender X

Workforce Management Statistics Table

Industry: Non-Metallic Mineral Product Manufacturing

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	Non-managers	5	1	6

* Total employees includes Gender X

Workplace Profile Table

Industry: Non-Metallic Mineral Product Manufacturing

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	63	418	0	0	481
	Full-time contract	3	8	0	0	11
	Part-time permanent	8	1	0	0	9
Professionals	Full-time permanent	103	261	4	9	377
	Full-time contract	5	12	1	0	18
	Part-time permanent	9	2	1	0	12
	Casual	2	0	0	0	2
Technicians And Trades Workers	Full-time permanent	30	468	1	39	538
	Full-time contract	1	1	0	0	2
	Part-time permanent	4	3	0	0	7
	Part-time contract	1	0	0	0	1
	Casual	0	6	0	0	6
Clerical And Administrative Workers	Full-time permanent	249	167	2	3	421
	Full-time contract	14	4	0	0	18
	Part-time permanent	38	2	0	0	40
	Part-time contract	2	0	0	0	2
	Casual	7	1	0	0	8
Sales Workers	Full-time permanent	32	104	1	0	137
	Full-time contract	1	0	0	0	1
	Casual	1	3	0	0	4
Machinery Operators And Drivers	Full-time permanent	81	2,188	6	81	2,356
	Full-time contract	3	35	0	12	50
	Part-time permanent	4	5	0	0	9
	Casual	4	58	0	0	62
Labourers	Full-time permanent	0	205	0	0	205
	Casual	0	18	0	0	18

* Categorized using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

** Total employees includes Gender X

Workplace Profile Table

Industry: Non-Metallic Mineral Product Manufacturing

Manager category	Level to CEO	Employment status	No. of employees		
			F	M	Total*
CEO	0	Full-time permanent	0	1	1
KMP	-1	Full-time permanent	0	2	2
GM	-1	Full-time permanent	4	3	7
	-2	Full-time permanent	1	8	9
	-3	Full-time permanent	1	3	4
SM	-1	Full-time permanent	0	2	2
	-2	Full-time permanent	6	22	28
		Part-time permanent	0	1	1
	-3	Full-time permanent	5	15	20
	-4	Full-time permanent	1	2	3
OM	-2	Full-time permanent	4	7	11
	-3	Full-time permanent	14	114	128
		Full-time contract	0	3	3
		Part-time permanent	3	0	3
	-4	Full-time permanent	22	180	202
		Full-time contract	2	3	5
		Part-time permanent	5	0	5
	-5	Full-time permanent	4	53	57
		Full-time contract	1	2	3
	-6	Full-time permanent	1	6	7

* Total employees includes Gender X