



Boral Limited 2008 EOWA Employer of Choice For Women

Organisational Background

Boral Limited is Australia's largest building and construction materials supplier and has significant operations in the USA and in Asia. With some A\$5 billion worth of sales, Boral has over 16,200 employees and a further 8,400 contractors and joint venture staff working across 716 operating sites.

Operating in Australia, the USA and Asia, Boral produces and distributes a broad range of construction materials, including quarry products, cement, fly ash, pre-mix concrete and asphalt; and building products including clay bricks and pavers, clay and concrete roof tiles, concrete masonry products, plasterboard, windows and timber.

Boral's strategic intent is to be a value(s) and market-driven, focused building and construction materials supplier operating in Australia and increasingly offshore.

We value our stakeholders - the people who buy and use our products, the people who invest in the Company, the people who live in communities next to us, locally and globally, and the people who help us operate - suppliers, regulators, government, contractors and employees.

In addition to ensuring a healthy and safe work environment for our people, when it comes to managing human resources (HR), Boral's strategic priority is resourcing for growth. The key sustainability priority, which supports Boral's Perform & Grow strategy, incorporates effective workplace planning, recruitment and retention, training and development, succession planning, remuneration and benefits, performance management, workforce diversity and balancing work and family.

Industry Information

Industry sector	Building & Construction Materials
Number of employees	16,200 worldwide, 10,200 in Australia
% of female employees	14%*
% of females in management	9%*

*Australian based statistics

Equal opportunity initiatives and outcomes in Boral

1) Boral continues to increase its focus on EEO/Diversity and will use the Employer of Choice for Women milestone to further develop and build on the solid platform within the company

- **Human Resources Management Committee** focuses on Diversity and EEO issues at each meeting, ensuring that they are key considerations in our Human Resources strategy.
- **Foundation membership of the Diversity Council** demonstrates our record and commitment to promoting EEO and diversity across the organisation. In 1985, Boral was a founding member of the then Council for Equal Opportunity in Employment Ltd, and has maintained its membership of what is now the Diversity Council of Australia (DCA). Boral is an active and committed DCA partner.

2) As part of Boral's Perform and Grow strategy, we have developed initiatives to attract women to our company

- **Boral's Graduate Program** recruits graduates throughout the year into 'real' roles. We have invested in the development of excellent communication materials which avoid 'blokey' images of men in work gear and trucks. Instead we have included images of our graduates and an image of a young girl with the copy line 'Born to Work with Boral' to attract more females. As part of our graduate program we also attend careers fairs across Australia.
- **Boral's MBA program** encourages the recruitment of MBA graduates and people with MBA qualifications into a variety of roles. Boral takes a long term view with MBA graduates. The Company is constantly looking for female talent and when recruited, graduates are generally hired directly into areas such as strategic planning/corporate development roles before moving into line management positions across a number of divisions. As part of our MBA program Boral also attends MBA schools and presents on the Company and its opportunities for MBA graduates.
- **Our Recruitment advertising and branding** maintains consistent branding for all external advertising. We have detailed guidelines to help managers in the recruitment advertising process. We ensure that our advertisements are female friendly through wording, images and the general look and feel of the advertisement. We have also expanded our online presence which will be beneficial for females with family commitments who may not have the time to trawl through the large number of positions vacant advertisements in newspapers.
- **Indigenous Employment Strategy** has shown Boral's continued commitment to the employment of Aboriginal and Torres Strait Islander people. In partnership with the Federal Government's Corporate Leaders Program, and managed by our Indigenous Employment Manager, this strategy has seen a continual increase in the number of indigenous people applying for and being successful in obtaining jobs with Boral. As a part of this program Boral has also supported Indigenous females through the Western Sydney Outward Bound Leadership Program.

3) We have established initiatives that promote flexibility in the workplace

- **Paid parental leave policy** provides access to paid parental leave, ensures compliance with all legislative requirements and provides fair and equitable access to parental leave across Boral. Our policy provides for 8 weeks paid maternity leave and 1 week paid paternity leave.
- **Flexible working arrangements** are encouraged around Boral businesses and quite often these arrangements have been created due to maternity leave, return to work, breastfeeding, career, work location, retirement, special circumstances around a sick employee or family member, and memberships of associations, e.g. Country Fire Association.

4) Underpinning our Values of Leadership, Respect, Focus, Performance and Persistence, Boral is committed to our people through performance improvement, learning, coaching and ongoing development.

Boral's learning and development program features more than 90 training courses. Some of the programs and initiatives that assist women include:

- **Springboard program**, an international award winning program designed for female employees looking for direction, wanting to progress their careers or just needing a top up of energy, motivation and inspiration.
- **Diversity - Working with Respect program**, designed to assist managers and employees to understand their roles and responsibilities in creating a workplace in which everyone is respected and treated fairly.
- **Executive Development program**, designed for senior managers and others who directly influence the strategic direction of the business.
- **Front line Leadership Development program**, designed for current high performing frontline leaders who want to develop and advance their leadership and management skills.
- **Outward Bound Leadership Experience**, an outdoor experiential learning program that promotes personal growth and leadership development through an experiential journey.

- **Emerging Leaders program** identifies and develops future leaders of Boral and is a strategy to grow and retain potential middle and senior managers.
- **Multi skilling projects and secondments** are discussed in an employees' annual performance and development discussion - part of Boral's performance management process.
- **Succession Planning** enables us to identify talent and future leaders. Identifying our employees' estimated potential process is key to career development and succession planning in Boral.

5) **Creating an environment that supports a good worklife balance**

- **Boral Health and Wellness Program (BWell)** was introduced in 2004. The program offers Boral employees a range of services available in the workplace to assist and manage personal health and wellbeing. The BWell program provides three core services: annual or biennial health assessments, wellbeing awareness seminars and educational information on health issues which are easily accessible by employees and their families.

In January 2007, Boral's BWell program was recognised for best practice in wellness programs in an international report by PricewaterhouseCoopers and the "Working Towards Wellness" initiative of the World Economic Forum.

In October 2007, the BWell program won the International Corporate Health and Productivity Management award which is an international award presented by the Institute of Health and Productivity Management (IHPM) based in the US.

- **Community Partnerships** develop closer links to our community and assist with achieving work life balance across Boral. We recognise that it is increasingly challenging to find time outside of work for family and to give something back to the community. Boral's community programs are designed to allow employees to combine community-giving activities to fit in with their work schedules and their family life, providing an increased sense of balance. Boral's community partners are:
 - World Vision Australia
 - Juvenile Diabetes Research Foundation
 - Taronga & Western Plains Zoo
 - Outward Bound Australia
 - Conservation Volunteers Australia
 - HomeAid (USA based)
 - Bangarra Dance Theatre

6) **Measurement of our human resources and sustainability performance**

- **Employee Satisfaction surveys** have been independently conducted across Boral in Australia and the USA. These surveys have been very successful and give employees the opportunity to have their say on a number of issues including sustainability and the EOWA's seven employment matters. The survey results continue to indicate that employees have strong emotional engagement with Boral. Our Australian employees are 91% engaged with 45% highly engaged.

Feedback sessions are conducted with employees to discuss the results and likely actions in key areas.

The employee survey includes a number of key sustainability measures and satisfaction measures which are relevant to the seven employment matters, some of these include: being able to balance work with personal life, having a workplace free from harassment and discrimination, management focus on developing individuals, building a supportive environment and fair pay for the work performed.

- **Boral Sustainability Diagnostic Tool (BSDT)** helps in monitoring the sustainability performance and progress of Boral's businesses. The sustainability performance of the business is captured by twenty elements in five main categories which collectively represent our current view of sustainable development. A performance assessment against each of these elements is undertaken across Boral's businesses every two years. In 2001, Boral set a 2007 target to achieve a BSDT score of 3.0, which is defined as 'industry-specific best practice'. On average, Boral's businesses achieved this level of performance in 2007.

Media Contact**For further information please contact**

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Boral employees who are directly benefiting from these initiatives

Name	Position	Division	Location
Anne P	Project Engineer	Australian Construction Materials	Scoresby, VIC
Catherine W	Area Manager, Country	Australian Construction Materials	Ballarat, VIC
Giovanna R	Manager Human Resources Programs	Boral Limited	Prospect, NSW
Kathryn P	Architectural Team Leader	Clay & Concrete Products	Port Melbourne, VIC
Kylie F	General Manager Corporate Affairs & Investor Relations	Boral Limited	Sydney, NSW
Nicole C	General Manager Queensland Giroto Precast	Cement	Geebung, QLD
Tess C	North Coast Regional Manager	Clay & Concrete Products	Wyong, NSW
Tracey G	General Manager Strategy & Planning	Clay & Concrete Products	Sydney, NSW