

Human Resources

# Our People



**To achieve our objective of having the best people in our industries, it is crucial that we attract, develop, engage and retain the best people at all levels. Our human resource (HR) strategies are developed to meet our internal requirements while addressing external challenges.**

This year, we faced an extremely difficult economic climate, particularly in the USA. To improve the long-term sustainability of Boral and to manage costs, some tough decisions were made. We reduced employment levels, overtime and contractor labour, and implemented salary and wage restraint measures for senior executives and around 4,500 salaried staff in Australia and the USA.

Providing a healthy and safe work environment is one of our key HR priorities, as evidenced by our ambitious safety targets. Tragically, we had a fatality during the year, which is reported in more detail on page s16. We are pleased, however, to have again exceeded our overall lost time injury frequency rate (LTIFR) and percentage hours lost continual improvement targets for employees and

contractors, which reflects our commitment and focus on safety management.

### Our workforce

As at 30 June 2009, Boral had 14,766 full-time equivalent (FTE) employees and around 5,700 FTE contractors working in Boral's operations. A further 3,000 or so employees were working in Boral's joint venture operations globally.

The number of FTE employees reduced by 7% during the year, with a significant 28% decline in the USA. In Australia, employee numbers were down by 5% and in Asia employment levels were down 1%. The reduction in Boral's workforce, particularly in the USA, is an outcome of the economic downturn, which has resulted in most of Boral's plants running well below capacity, with temporary plant shutdowns and the mothballing of some operations.

Across most operations, we used less contractors due to the market downturn. The estimated number of FTE contractors was down by 18% overall and 67% in the USA in 2008/09. Boral engages contractors in a range of activities including transport, maintenance, roof tiling, plasterboard installations, concrete placement and various professional services such as finance and information technology.

Absenteeism for Boral's Australian operations increased to 3.5% in 2008/09, up from 2.3% last year.

### Employee turnover

Employee turnover in Australia was 20% in 2008/09, down from 23% last year. In 2007/08, the high turnover reflected very tight labour markets, in Western Australia and Queensland. In 2008/09, however, the turnover reflected the reduction in the workforce due to the housing downturn.

Staff turnover in the USA was 60% in 2008/09, up from 37%<sup>3</sup> last year, reflecting the protracted US housing downturn. In Asia, turnover was 18%, down from 20% last year.

The average length of service of employees in Australia increased to 8.4 years, from 7.8 years last year. In the USA, average length of service increased to 11.1 from 10.2, while in Asia, average length of service increased from 4.6 to 4.8

At a glance	FY2009	FY2008
FTE employees	14,766	15,928
Joint venture employees	~3,000	~3,400
FTE contractors	~5,700	~7,000 <sup>1</sup>
Staff turnover	24%	24% <sup>2</sup>
Absenteeism (Australia)	3.5%	2.3%
LTIFR for employees	1.8	2.5
Percentage hours lost for employees	0.06	0.08
LTIFR for contractors	2.4	5.7
Percentage hours lost for contractors	0.03	0.09

Figure 2  
Employees by region

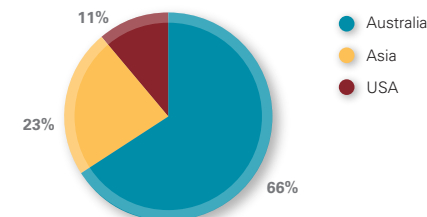
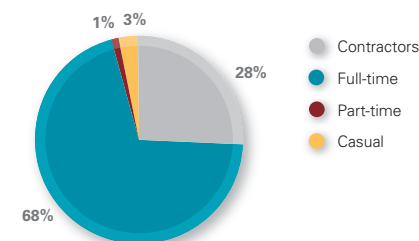


Figure 3  
Employment type



1 Reported as ~5,700 in Boral's 2008 Sustainability Report and has been revised to ~7,000 due to enhanced data collection.

2 Reported as 23% in Boral's 2008 Sustainability Report and has been revised to 24% due to reclassification of USA data.

3 Reported as 29% in Boral's 2008 Sustainability Report and has been restated to 37% due to reclassification of USA data.