



Version number	10	Implementation date	October 2025
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Functional area	Health, Safety, Environment and Quality		Element Training, Competency and Awareness

1 Purpose

The purpose of the Policy is to ensure that the Company has an effective system in place to manage training and competency of workers by:

- Providing direction on how to manage Boral's operational training requirements in a standardised way, while ensuring quality and compliance requirements are met.
- Providing clarity to managers, employees and trainers on their obligations in relation to identifying, planning, and executing training activity and outcomes.
- Providing direction on systems used to support the planning, delivery and recording of training and competency assessment.
- Providing clarity on the roles and responsibilities of those involved in Operational training across Boral.

2 Induction and Onboarding

2.1 Workplace inductions

All persons working at or visiting a Company work site must complete an induction. The induction type must be specific to the type of engagement of the worker, as listed below:

- Company Induction;
- Segment or Product Line (where applicable);
- Site Specific Induction (including construction site induction);
- Visitor Induction.

Employees and embedded contractors shall be inducted into Boral's workplace at which they are working. Employees and embedded contractors will be set up and complete all required inductions in Boral's Learning Management System, My Learning Space (MLS). Note, contractor may progress to embedded works, and their records must be maintained in MLS. In addition, some contractors may start as an embedded and require all their training to be in MLS for example Lorry Owner Drivers (LODs).

Contractors and visitors will be set up and complete all required inductions in Boral's Contractor Management System, Rapid. Contractors and/or visitors who are engaged for service, for example: a maintenance contractor used on an as required basis will complete the necessary suite of training packages for the business location (through Rapid), and shall provide evidence to Boral of competency, licenses, permits, they are required to have to perform the work.

The site leader is responsible for ensuring this has been checked in Rapid prior to work commencing.

Records of an employee or embedded contractor physical/home site inductions must be maintained in MLS. Contractor and visitor records for site inductions can be maintained and stored at site locations, and Boral's contractor management system, Rapid.

2.2 Onboarding and awareness

As part of the onboarding process, initial inductions are conducted to orientate new employees to the Company. Managers are to ensure all new employees and contractors (or those who are new to a particular job) have completed the requirements.

As a minimum, onboarding content needs to ensure that the recipient is made aware of:

- the Company's WHS, Environment, and Quality Policies,
- relevant HSEQ objectives that their role has an impact on,

- their contribution to the effectiveness of the HSEQ MS, including the benefits of improved performance, and
- the implications of not conforming with the HSEQ MS requirements.

Copies of licences and qualifications are to be obtained by site personnel and uploaded to the relevant systems (this includes MLS, Rapid, Maestro). Workers must complete all relevant Verification of Competency Assessment/s (VOC) where required. A competent assessor must assess a worker's performance for competency. Where deficiencies exist, the assessor, in consultation with the manager and/or supervisor, is to determine if:

- additional training is required by an external training provider, or
- internal training such as 'on the job' training is to be provided

All employees, contractors or other workers are to work under supervision and training logbook until competencies are acknowledged. Skills assessments and VOCs can only be signed off when a competent assessor is satisfied any deficiency has been addressed.

2.3 New start / New skill training

A training and competency assessment is required for all new operational employees or existing employees learning new skills, prior to them working unsupervised. The relevant training and assessment packages are available in MLS.

All new employees, regardless of experience levels, are required to be under supervision with training hours documented using a logbook, until such time they are deemed ready for VOC assessment.

For Non-High-Risk Plant & Equipment, once successfully deemed competent by VOC, no re-verification of competency will be required.

Re-Verification of Competency will, however, be required where:

- An employee has not used the competency for 6 months or more
- Operator to be reassessed when involved in an accident/incident
- Safety controls have been changed on equipment /process arising from a safety incident
- There have been material changes to process or equipment design
- Trends in performance indicate the need for refresher training and verification
- Customers require a VOC for a project.

2.3.1 Company induction

New employees and embedded contractors are required to complete the following Enterprise Compliance online modules:

- Boral Way
- General HSE
- Working with Respect (WWR)
- Code of Business Conduct
- Social Media
- Cyber Security Awareness
- Noticeboard Policies

Note: New employees will still need to complete relevant local site inductions.

2.3.2 Business inductions

Each Segment or Product Line has specific operational requirements and objectives that are to be conveyed to new employees, contractors and/or workers.

Site managers are responsible for ensuring all employees are aware of how to locate and access Policy and Procedural information and documentation.



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2.3.3 Site / workplace inductions

Site inductions provide detailed information and requirements for those working at or visiting Company worksites. There are two types of site inductions carried out at Company premises, these are:

- visitor inductions to the site or workplace (must be completed each time a visitor attends the site) – where visitors are not inducted to conduct work on the site, they must be always accompanied by a Company representative, or
- site inductions – which include other workers and contractors that are permitted full access to the site comprising site-specific details as per the Site Induction templates provided as supporting forms to this Protocol. A site induction must have been completed within the past two (2) years to be current.

2.4 Induction records

All induction forms or registers must be retained in accordance with the **Document Management** Standard requirements.

3 Identifying Training Needs

3.1 Training Needs Analysis

A Training Needs Analysis (TNA) is completed by the Talent and Capability Team for all segments at a National Enterprise Group level for core operational roles, with input and authorisation from the Safety function and the key relevant segment stakeholders. SOPs, toolbox talks and other materials are not mapped in the TNA template and managed at a segment and site level.

The Training Needs Analysis is divided into the following categories:

- Enterprise Compliance
- Enterprise High Risk & Mandatory Training (i.e., workers on foot, roll over prevention, reversing responsibilities, dust management etc.)
- Other Training (plant, equipment, process specific training, and leadership training).

Identifying segment elective training is the responsibility of the business unit within each segment. On an annual basis the Talent and Capability Team maps into MLS, Enterprise compliance, Enterprise high-risk and mandatory training and Other training, for core roles set out on the TNA. Segments are accountable for ensuring that the mapping in the system is valid for each site and makes amendments where required.

These amendments can only be made with the approval of the Training Manager Operations in collaboration with Head of Safety Business Partnering, and dedicated Trainer and Assessor within the segment.

3.2 Skills Matrix and My Learning Space

The segments are responsible for taking the TNA and using that as an input for developing the site skills matrix, which sets out the training required by individuals at each site. This should consider site safety requirements, Standard Operating Procedures (SOP), variations to plant and equipment, and ensure that the skill mix and profile at a site is sufficient to operate the site safely, productively, and aligned with Boral's Life Saving Rules.

The site skills matrix is available via MLS. This can be obtained by running a report from MLS called Boral Training Matrix V2 (046.2) which needs an MLS administrator access. For further information on how to run this report, refer to the user guide on [Boral's Learning and Development Intranet Page, under MLS](#).

4 Training

4.1 Training Delivery

Training and Assessment will be delivered by a designated Trainer and Assessor (Certificate IV Training and Assessment qualified) or a Boral VOC Assessor who has completed the online HSEQ module and one day VOC Train the Trainer program. A Subject Matter Expert (SME) may be used under the direction of the designated Trainer Assessor, to assist in the assessment process.



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A list of current Trainer and Assessors and Boral VOC Assessors is available by name and segment on the [Boral Learning and Development Operational Training Intranet Page](#).

To be a Boral VOC Assessor you must:

- Have a minimum of 2 years' experience in the competency
- Hold the competency of the relevant VOC to be delivering/assessing
- Be endorsed by site management as suitable including an exemplary safety record and attitude.
- Have completed the HSEQ Verification of Competency for Trainers and Assessors online course in MLS
- Have completed the one-day Boral VOC assessor course conducted by a qualified Certificate IV Training and Assessment Boral Trainer.

4.2 High-Risk Training

High risk work national units of competency can only be delivered through an external Registered Training Organisation (RTO) using a Certificate IV Training and Assessment qualified trainer who holds the relevant current high-risk unit.

The Boral RTO does not offer high-risk national units of competency. Sites are responsible for ensuring that external RTOs are engaged to deliver this training when it is required. Please refer to the list of high-risk RTO providers on [Boral's Learning and Development Intranet Page](#).

High-risk national units include:

- Forklift
- Confined Spaces
- Cranes, Slings and Lifting
- Working at Heights
- Elevated Work Platform - Boom Lift <11m
- Elevated Work Platform - Boom Lift >11m
- Elevated Work Platform - Scissor Lift (All sizes)

Please note some of the above high-risk plant and equipment, may additionally require high-risk work licences, permits or Duty of Competency (DOC) training.

Boral High-risk VOCs that can be trained and assessed by a Boral Trainer Assessor or Boral VOC Assessor, will have a 2-year expiry period and include:

- Hot Work VOC
- Isolation (Red, Yellow, Green) VOC
- Working at Heights VOC
- Forklift VOC
- Cranes, Slings and Lifting VOC

In addition, each segment has specific high-risk VOCs requiring completion per the table below, as an example:

High Risk Online Training Course	Segment
Safely Handle Bituminous Materials Awareness	Asphalt
Reversing Responsibilities	Asphalt, Concrete, Quarries, Cement, Recycling
Workers On Foot	Asphalt
Overhead Powerlines Awareness	Concrete, Asphalt, Cement, Quarries, Recycling
Dust and Airborne Contaminants	Asphalt, Cement, Quarries, Recycling
Rollover Prevention Awareness	Concrete, Cement, Asphalt, Quarries, Recycling
Hill Descent	Concrete, Quarries, Cement, Asphalt, Recycling
Managing Mineral Dust in Quarries	Quarries, Concrete or where applicable

The high-risk training in the table is mapped in MLS, which will allocate an automatic reminder notice to employee and direct manager where refresher training is due.

Periodic audits of the training system will be undertaken by the Training Manager Operations, to verify that sites are operating in accordance with Boral's training and competency standards.

Note segment specific high-risk training must be included on the Training Needs Analysis.

4.3 Contractor training

Site management is responsible for ensuring that all contractors, whether embedded or performing specific activities such as plant maintenance, are to have the required licences, permits, and competencies for the task(s) being undertaken. Contractor training packages are deployed and tracked via Rapid

*Note: Contractor training is managed in conjunction with the **Contractor Management Model Protocol***

5 System and Administration

5.1 My Learning Space

Boral's Learning Management System, My Learning Space (MLS) is the central location for training packages, resources and employee records. All training package documents available on MLS will be version controlled and may only be altered with the authority of the Learning Systems Specialist, Training Manager Operations, and relevant Trainer(s).

Additional training records managed in accordance with the Document Management Model Protocol may be held locally for site-specific tasks/methods. Note - For Safe Truck Safe Driver (STSD) compliance, Maestro draws training and assessment records from MLS. Compliance team members must upload licence numbers into both Maestro and MLS, to ensure the link and accuracy between the two systems.

5.2 Training Content

Where a trainer and assessor wishes to amend standardised training document or implement a new training document, they shall raise the request for change using the [Training Change Request Form](#), this change request will be shared with the relevant segment training network and the safety function for review prior to sign off and implementation. New training courses can only be allocated in MLS with the approval of the Training Manager Operations and the Learning Systems Specialist.

All HSEQ training packages are owned by the safety function and may only be amended by approval of the relevant safety owner.

5.3 Records and Administrators

MLS administrators shall be responsible for ensuring that all training documentation is uploaded correctly in MLS. Detailed instructions on how to correctly upload training documents can be found on the [MLS Intranet Page](#), together with a list of all current MLS administrators by state and segment.

Once training documents have been uploaded into MLS, if hard copies are required to be maintained, these can be stored on site. Reference for Record Retention Summary.

Varying permissions exist for MLS; permissions have been allocated by the Learning Systems Specialist, in consultation with the Training Manager Operations.

To request a change to MLS permissions, please raise an IT Service Request. Any additional permissions can only be granted from the Learning Systems Specialist in consultation with the Training Manager Operations.

5.4 Reporting

Standard competency reporting is available in MLS for managers, assistance in relation to this can be provided by a Boral Trainer and Assessor or the Learning Systems Specialist.

MLS administrators, supervisors, managers and trainers can run reports by site for all training required by individuals at that site at any frequency. To run a report, please refer to the user guide on the [MLS Intranet Page](#),

should you require further assistance running these reports, reach out to your segment Trainer Assessor, Training Manager Operations, or Learning Systems Specialist.

5.5 Responsibilities

Managers are responsible for reviewing the completion status of training at their site on at least a quarterly basis, to ensure people are operating in accordance with their requirements, and to assist in planning future training with their Trainer Assessor to deliver a safe and productive operation.

The Roles and Responsibilities for Operational Training table in the appendix sets out the role and responsibilities for the identification, delivery and management for operational training.

6 Vocational Education Training Programs

6.1 Accredited Training

Boral is a nationally Registered Training Organisation (RTO) and is able to deliver a number of nationally recognised qualifications and single units of competencies to its employees. Only trainers who hold a Certificate IV in Training and Assessment, hold the formal units/qualifications, and formally approved by the Boral RTO can assess employees in a national unit of competency.

The following qualifications are currently on the Boral RTO scope:

- Certificate III Civil Construction (Asphalt employees)
- Certificate II, III in Surface Extraction (Quarry employees)

Traineeships in Certificate III Civil Construction will only be engaged where there is a requirement:

- For a particular project or major project, requested by a client
- Part of an attraction or retention strategy
- And with the approval of the relevant General Manager, and Head of P&C Business Partnering.

Asphalt employees will be enrolled in skillsets, or single units of competency that are aligned to the operational requirements of spray seal and asphalt crew workstreams.

Any accredited training that is on the Boral RTO scope, for example: Certificate IV Surface Extraction and a third-party RTO is engaged to deliver it, must be done in consultation with the Boral RTO Manager, who will ensure that the necessary third-party agreements, and engagement and monitoring processes are in place.

For single units of competency, this is not a requirement.

Other accredited training, for example: Certificate IV in Laboratory techniques and trade apprenticeships which are not on the Boral RTO scope and are delivered by an external RTO, the Traineeships and Apprenticeships inbox should be made aware to ensure that appropriate processes and governance are in place

6.2 Apprenticeship and Traineeships

Apprenticeship and Traineeships government funding will be managed by the Learning Specialist within the Talent and Capability Team. Costs associated with Vocational Education training programs are the responsibility of the segments. The responsibilities of managers and the RTO in managing an apprentice or trainee are set out on the Boral RTO table in the appendix.

Further details on engaging Apprenticeships or Traineeships are available on the [Boral RTO Intranet Page](#).

7 Licenses and qualification

Where required by law, operators will hold required licenses and/or qualifications as determined by either the role or the equipment being operated



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8 Roles and responsibilities

Role	Responsibility
Executive General Managers (EGM's)	Ensure legislative compliance is maintained. Approve any budgetary expenditure for the HSEQ training program. Direct action when training outcomes have not been met.
EGM People and Culture	Ensure appropriate training programs are available. Assist in the development, review and evaluation of WHS training
Head of Health and Safety	Assist in the development, review and evaluation of WHS and Quality training. Inform the Boral Learning Team of changes to regulations and required job role competencies
HSE Representatives, WHS committees or consultative structures	Assist with the development of training needs analysis and skills matrix.
All Managers and Supervisors	Determine workers skills and knowledge requirements for the activities being conducted in the areas under their control. Consult with health and safety representatives, WHS committee/consultative structure members and or employees in relation to training. Ensure that persons under their control do not perform tasks for which they have not been trained. Provide suitable and adequate supervision to ensure the health and safety of persons who are under their control. Ensure that persons under their control attend required WHS training as planned. Ensure training records are updated and maintained. Ensure records are generated and/or retained to provide evidence of activity.
Employees	To undertake tasks and activities that they are qualified or deemed competent to do and to participate in training as and when required.
Talent and Capability Team	Working in partnership with Boral businesses to deliver quality training solutions to meet business requirements. Working with the business to identify and qualify suitable people to complete VOCs, training and assessment activities. Offer guidance and direction to the business for nationally accredited training. Offer guidance and direction to the business for all training requirements (including operational, leadership and professional development).

HSEQ document definitions

Refer to HSEQ terms and definitions library on the HSE intranet site.



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HSEQ document version history

This table documents recent key HSEQ Document updates.

No.	Date of issue	Comments / Key changes	Next review
4	July 2019	Notable change(s): Protocol has been separated from Minimum Standards to enable Company Global adoption.	
4.1	September 2022	Update all HSEQ Document numbers	
5	June 2024	Rebrand to align with Policy and Procedure Hub	June 2026
6	July 2024	Updated to reflect changes to VOC Process	July 2026
7	September 2024	Updated section 2.1 Skills Matrix to clarify that all roles should be included.	September 2026
8	February 2025	Updated Section 1.2.3 requiring site induction to be completed within past 2 years to be current and Section 4.4 removing concrete specific tasks.	February 2027
9	October 2025	Updated to align with Learning operating model, including My Learning Space, RTO and VOC requirements. Updated Contractor Management references	October 2027
10	July 2026	Updated Section 2, 3, 4, 6.1 to provide clarity and align with systems, and updated processes.	July 2028



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Appendix 1

Roles and Responsibilities for Operational Training

Responsibility	Operations Training Manager	MLS Administrator	Learning Systems Specialist	Trainer Assessor	Leader / Manager
TNA mapping for job roles	A	C	R	C	I
Training allocation to individuals profile	I	R	A	C	R
Sourcing training vendor (internal/external)	C	R	I	C	A
Quarterly monitoring of site skills matrix	C	R	I	C	A
Coordinating action for outstanding site training activities	C	R	I	R	A
Upload training evidence including licences, certificates and records	I	R	C	R	A
Setting up and End dating contractor profiles (if applicable)	C	R	I	C	A
Annual review of TNA	A	C	I	C	R

Boral RTO Table:

Legend: R= Responsible; A= Accountable; C= Consulted; I= Informed

Responsibility	Head of T&C	RTO/Training Operations Manager	Learning Specialist	Trainer Assessor	Leader/Manager	Employee
Recruiting an apprentice/trainee	I	I	I	I	A	
Sourcing of suitable training vendor	C				A	
Enrol with State Training Authority	C		I		A	
Issue training plan	I	A		R	I	I
Monitor student progress	I	I	I		A	
Funding claims	A	I	R			
Completion	I	I			R	A
Dispute and Complaints resolution	C	A			R	