

Version number 6

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Policy approver Matt McKenzie

Functional area People and Culture

At Boral, we aspire to create inclusive work environments where people feel they belong – where everyone is treated with dignity, care and respect, whoever and wherever they are.

In line with this aspiration, Boral is committed to enabling our people to conduct their work safely, free from all forms of harassment, bullying, discrimination, victimisation and vilification.

Everyday behaviours matter – whether you work for Boral, or alongside us as partners. Boral does not tolerate any form of harassment, discrimination, bullying, victimisation or vilification with respect to age, gender, race, religion, ethnic background, nationality/social origin, disability/impairment, marital status, parental/carer status, pregnancy/potential pregnancy, breastfeeding, sexual orientation, transgender, medical record, trade union membership, political activity or industrial activity.

- Harassment means unwelcome behaviour or actions towards an individual or group that makes them feel intimidated, humiliated, or threatened.
- Bullying means repeatedly saying or doing something offensive, abusive, intimidating or threatening that makes another individual feel upset, threatened, humiliated or vulnerable and undermines their self-confidence, creating a risk to health and safety

Boral expects its people to practise and promote its values, and to play their part in sustaining a workplace that supports mutual trust and respect – including with each other, our customers, partners and the communities in which we operate.

Speak up if you witness or experience these behaviours. You can report any breaches or suspected breaches of this policy to your manager, one-up manager or a People and Culture (P&C) representative using the Boral complaints procedure available on the intranet. Alternatively, Boral's independent Whistleblower online portal, RightCall, is available to confidentially report any breaches.

You will not be subject to retaliation or retribution for reporting a breach or suspected breach of this policy. Equally, frivolous or vexatious claims will not be tolerated.

Boral will take appropriate disciplinary action for any individual found to have breached this policy.



Matt McKenzie
Chief Executive Officer (CEO)

Policy Version History

This table documents the five most recent key policy updates.

No.	Date of issue	Comments / Key changes	Next review
3		Policy Reformatted	
4		Update to everyday behaviours.	
5		Whistleblower Provide Changeover	
6	April 2026	Updated approver and CEO change.	April 2028