

Functional area	People & Culture	Group standard	GRP-P&C-001
Group standard name	Complaints Standard	Revision no.	2.0
Effective date	September 2023	Applicable region	Australia

## 1 Statement

**At Boral, we want to create a safe and inclusive work environment where people feel they belong – where everyone is treated with dignity, care and respect, whoever and wherever they are.**

People should feel comfortable to raise genuine complaints regarding workplace behaviour knowing that they will be managed consistently, fairly and in a timely manner.

Boral will not tolerate anyone being victimised for, or prevented from, raising complaints under this Standard under any circumstances. Anyone found to have victimised another person for raising a complaint will be subject to disciplinary action which may include termination of employment.

Employees can access confidential counselling services at any time by contacting the Boral Employee Assistance Program (BEAP) on **1300 002 327** or book a session via [www.convergeinternational.com.au](http://www.convergeinternational.com.au).

## 2 Purpose

The purpose of this Standard is to clearly outline the process to raise complaints relating to behaviour in the workplace, and peoples' rights and obligations relating to the management of complaints.

## 3 Scope

This Standard applies to all workers performing work at, for, or on behalf of Boral. This includes employees (including casuals), contractors, and employees from other organisations working at Boral's premises.

This Standard does not form part of an employee's contract of employment and shall not be incorporated as a term of an employment contract by reference or otherwise for any purpose.

## 4 Interaction with other policies, standards etc

This Standard is to be read in conjunction with Boral's:

- a. *Working with Respect Policy*
- b. *Code of Conduct*
- c. *Whistleblower Policy*
- d. *Sexual Harassment and Respect@Work Standard*
- e. *Discrimination, Bullying and Harassment Standard*
- f. *Fair and Just Culture Standard*

## 5 Definitions

In this Standard, the following definitions apply:

Term	Definition
<b>Boral</b>	Boral Limited and its subsidiaries (as that term is defined in the <i>Corporations Act 2001</i> (Cth) (as amended or replaced from time to time)).
<b>complaint</b>	Any complaint regarding the behaviour of another person(s) in the workplace. It includes but is not limited to a complaint about sexual harassment, sex-based harassment, a hostile working environment, direct or indirect discrimination, bullying, harassment, occupational violence or aggression, vilification or victimisation.
<b>workplace</b>	Any place where work is performed or which is incidental to work being performed, whether that is a Boral premises, customer premises, supplier premises; motor vehicle or other mode of transportation; home office; offsite event including a social function (e.g. an end of year event) or conference; accommodation while travelling for work purposes or any other place or location of a like or similar nature.
<b>workplace behaviour</b>	Behaviour engaged in at or in connection with a workplace during the course of work or related or incidental to the performance of work, including both during and outside of normal working hours whether that behaviour is verbal, physical, in written form, via social media or other electronic media or in any other form.

## 6 Raising a complaint

### 6.1 Informal complaints procedure

- a. Anyone considering making a complaint is encouraged to attempt to resolve it informally by discussing their concerns with the other person or persons involved, unless it would be unsafe or inappropriate to do so in the circumstances.
- b. If you are unsure how to raise your concerns, you should speak with your manager, one-up manager or P&C Partner for guidance. In some instances, the manager or P&C Partner may help resolve the complaint, for instance:
  - by having a conversation with the person about their behaviour; or
  - having a meeting with all individuals concerned to seek to reach a resolution.
- c. Sometimes people may raise a complaint with their manager or P&C Partner and ask that it be dealt with informally, or not at all. While consideration will be given to the complainant's preferences, in some cases due to the nature and seriousness of the matter it will be necessary to be dealt with formally.
- d. Even where a complaint is resolved informally, it is appropriate to keep a record of the complaint and how it was resolved.

### 6.2 Formal complaints procedure

- a. All formal complaints must be raised with the relevant business leader, one-up business leader or a P&C Partner. A complaint does not have to be in writing in order to be formal.
- b. Any formal complaint raised directly with a business leader must also be notified to the relevant P&C Partner as soon as possible after the formal complaint is raised.
- c. An Accountable Business Leader will be appointed to all formal complaints. The Accountable Business Leader may not necessarily be the business leader to whom the complaint was raised or the business leader with managerial responsibility for the complainant.
- d. The Accountable Business Leader and P&C Partner will determine the most appropriate way to manage the complaint, which may include a formal investigation. The preferences of the complainant will be taken into consideration and may be accommodated provided it is appropriate and reasonable to do so.
- e. The types of complaints where a formal investigation would be appropriate might include, but are not limited to:
  - serious or aggravated assault
  - sexual harassment
  - discrimination
  - serious matters of bullying and/or harassment
  - fraud
  - theft.
- f. The Accountable Business Leader will be responsible for keeping the complainant and other relevant parties up to date regarding the management of the complaint.

### 6.3 Anonymous reporting

- a. In some circumstances, people may prefer to raise a complaint anonymously.
- b. Anonymous complaints may be made via **Boral's independent Whistleblower online portal, Stopleveline**. Stopleveline can be contacted 24 hours a day, 7 days a week, via <https://boral.stoplevelinereport.com/>.

## 7 Conducting an investigation

- 7.1 A formal investigation involves collecting information about the complaint and making findings of fact on the balance of probabilities, based on the available information.
- 7.2 An investigation may be conducted internally, or Boral may engage an external investigator. Where an external investigator is to be engaged, all instructions to the investigator must be provided through P&C or Legal.
- 7.3 While a formal investigation is occurring, all parties involved must:
- 7.3.1 maintain strict confidentiality over the details of the complaint and the investigation; and
  - 7.3.2 co-operate with the investigator and participate in any interviews they are requested to undertake.
- 7.4 In cases where the allegations are particularly serious, Boral may stand down the person against whom the allegations have been made, pending the outcome of the investigation.
- 7.5 The investigator will determine if the allegations have been substantiated or not.
- 7.6 Any decisions as to the outcome of the investigation, including where appropriate any disciplinary action up to and including termination of employment, will be considered carefully based on the findings of the investigation.
- 7.7 The outcome of the investigation will be communicated to the relevant parties by the Accountable Business Leader but only to the extent that it impacts each party.

## 8 Support person

- 8.1 Persons involved in any process under this Standard are entitled to have a support person present in any meetings, which may include a friend, family member, another employee, a union representative or lawyer.
- 8.2 However, the support person should not:
- have been involved in any way in the events or circumstances which are the subject of the investigation; or
  - advocate or answer questions on behalf of the person they are supporting.

## 9 Responsibilities

- 9.1 Persons raising a complaint must follow the processes outlined in this Standard.
- 9.2 Accountable Business Leaders are responsible for managing complaints in accordance with this Standard in a timely manner, and for ensuring outcomes and recommendations are implemented.
- 9.3 The Accountable Business Leader will keep the complainant(s) informed of the progress of their complaint.
- 9.4 Any person involved in an investigation of a complaint is responsible for providing truthful information and co-operating during the process. Anyone found to have knowingly provided false information may be subject to disciplinary action.
- 9.5 All parties involved in, or who are aware of a complaint, must keep any information related to the complaint confidential. Failure to maintain confidentiality may result in disciplinary action, up to and including termination of employment.

## 10 Vexatious complaints

If a person is found to have made a false, vexatious or frivolous complaint, or deliberately provided false or misleading information in relation to a complaint, the person may be subject to disciplinary action including termination of employment, or in the case of a contractor, the termination of their engagement or relationship with Boral.

## 11 Breach of this Standard

It is Boral's expectation that all employees abide by the terms of this Standard. A failure to do so may result in disciplinary action, up to and including termination of employment.