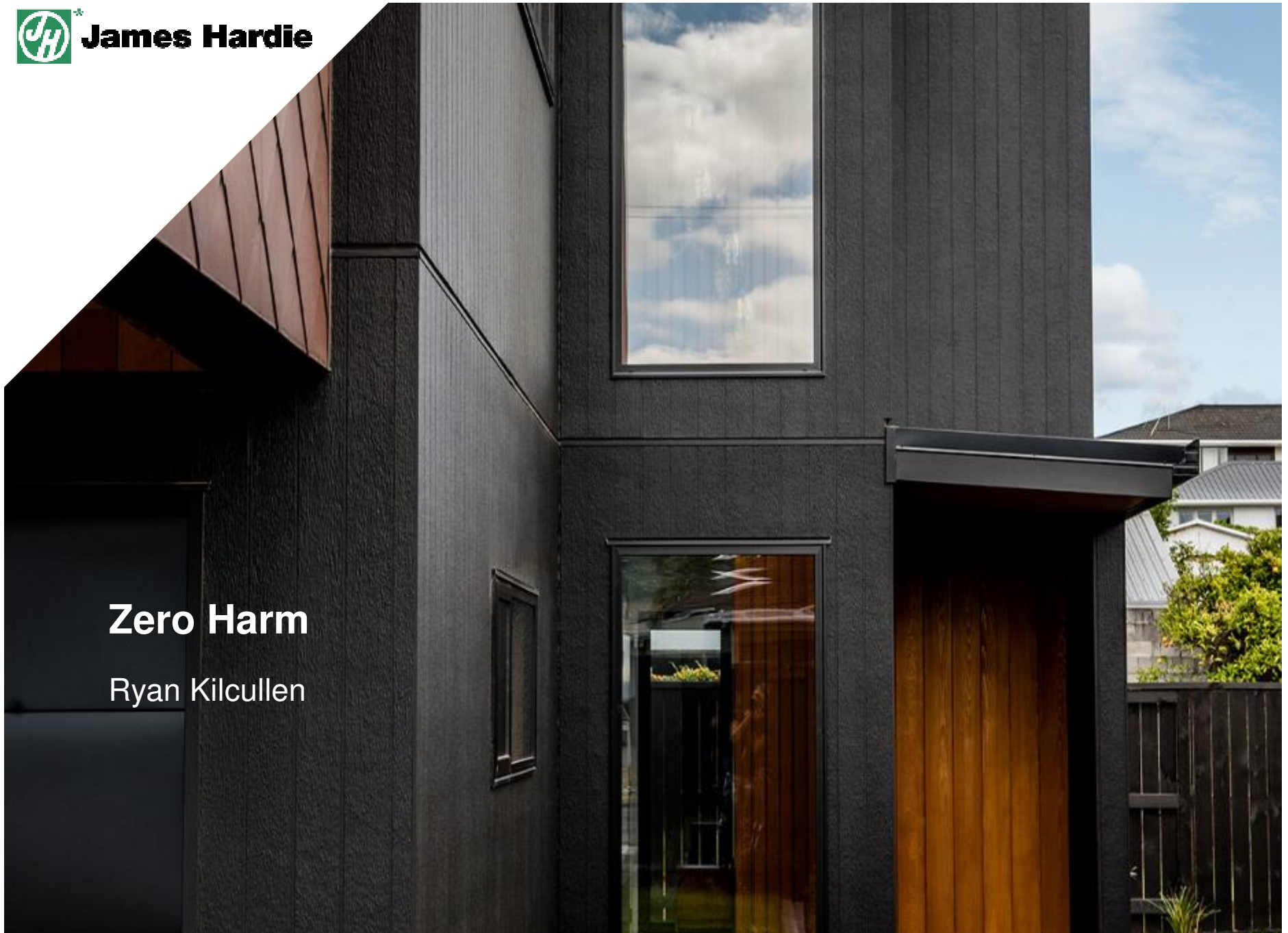




James Hardie

Zero Harm

Ryan Kilcullen



AGENDA

- History of safety at James Hardie
- Zero Harm journey
- Zero Harm approach & progress
- Next steps

SAFETY AT HARDIE – HISTORICAL PERSPECTIVE

	1991 NA Business Start-Up	2006 2 & 20	2017 Zero Harm
Safety Approach	Compliance	Manage Risk	Lead & Empower
Safety Culture	Avoid Injuries	React to Incidents	Engage Work Teams
Targeted Industry Performance	Above Average	Top Quartile	World Class

TRANSFORMATION TO ZERO HARM

From an industry top quartile performer (2 & 20)...

...to a World Class safety culture (Zero Harm)

Leadership drives “safety results”



Leadership enables culture

Employee compliance



Employee empowerment & ownership

“Safety spend” to maintain threshold conditions



Zero Harm thinking integrating into every decision

Local bias in tools, procedures & processes



Global standardization with world class bench marking

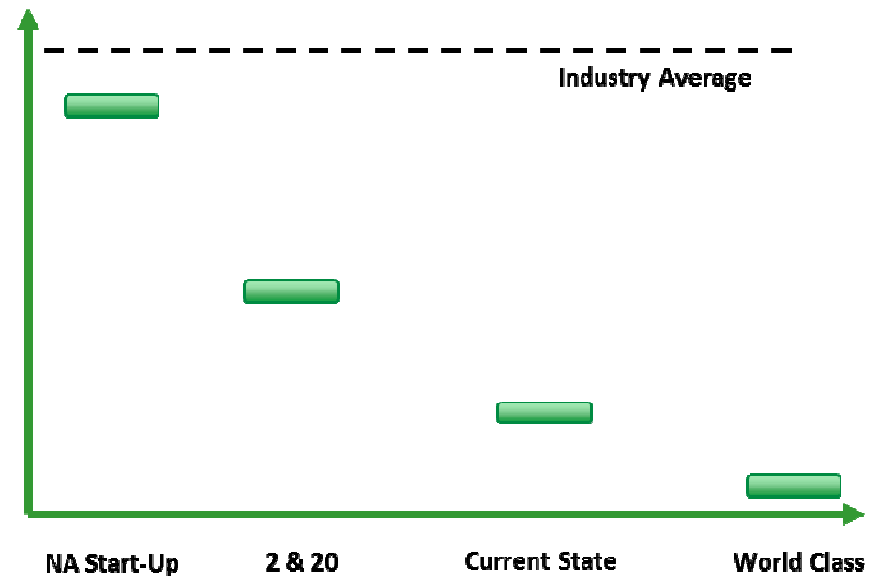
OUR STRATEGY FOR TRANSFORMATION

**A Comprehensive Strategy
to Enable the Cultural Shift**



**Results in a 5-year Journey to
World Class Performance**

Zero Harm Safety Performance



ZERO HARM ROAD MAP

A 5-year roadmap was established & guides our resource allocation and focus...

	Desired Outcomes	Core Programs & Accomplishments	Progress vs Expectation		
			2&20	Year1 Goal	Zero Harm
<u>Safe People</u>	Operator empowerment	 <ul style="list-style-type: none"> Hourly directed sub-committee at all facilities All NA sites in full SafeStart implementation Multi-day all NA manufacturing leadership training 			
	Visible leadership				
	Resources committed to enable				
<u>Safe Places</u>	"Rosehill"-level housekeeping in NA	NA/AsiaPac housekeeping tours & benchmarking, local NA pilots in place			
	Facilities that represent the Brand	Centralized COE in facilities maintenance, network wide lighting, ventilation etc.			
	Industry best in class guarding & LOTO controls	LOTO <ul style="list-style-type: none"> Industry best in class LOTO standardization 			
<u>Safe Systems</u>	Proactive, leading indicators guide actions & adjustments	Shift from lagging incidents to proactive measures of safety engagement			
	Network core systems standardization	SDMS <ul style="list-style-type: none"> Enterprise safety DMS enables deep insights Standardization of systems initiated – onboarding, forklift pedestrian interface, etc			

We are encouraged by our progress and have formalized game plans for continued advancement in FY19 & beyond

ZERO HARM STRATEGY – SAFE PEOPLE

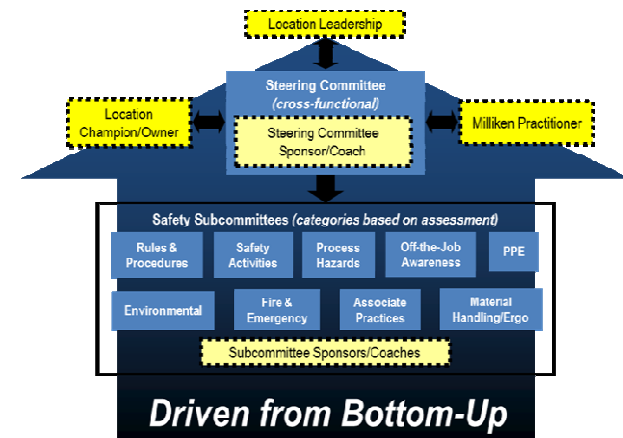
Safe People

Leadership that enables

Empowered employees

Peer-to-Peer Language

Milliken



 **SAFESTART[®]**

ZERO HARM STRATEGY – PLACES & SYSTEMS

Safe Places

Zero Harm integrated design

Facilities that represent our brand

Safe Systems

Global best practice sharing

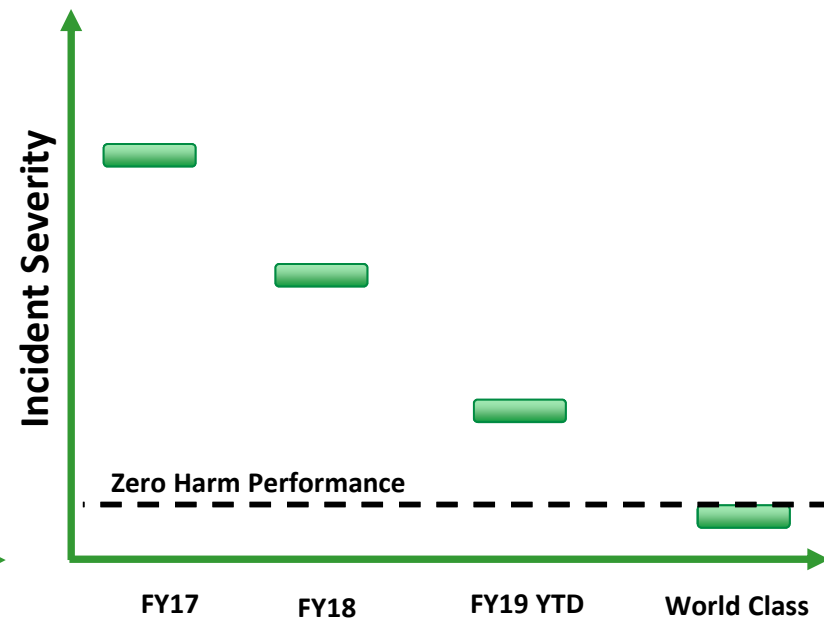
World class benchmarking

ZERO HARM RESULTS – NORTH AMERICA

Incident Frequency



Incident Severity



ZERO HARM – GLOBAL DEPLOYMENT

We are leveraging our global resources & applying a universal approach to our Zero Harm strategy



KEY TAKEAWAYS

- JH organization is highly committed to journey to world class safety performance
- Work force empowerment & leadership engagement are critical to our Zero Harm strategy
- Global integration is occurring & best practice sharing is raising the standard in all regions
- We are pleased by year one progress & have a roadmap for future direction



Q&A

