

James Hardie

Workplace Diversity Policy

James Hardie Industries plc



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James Hardie promotes a merit-based advancement culture to ensure that there is equality of opportunity and that individuals are selected, trained and promoted based on achievement, experience and ability without regard to their race, gender, age, national origin, religion, sexual orientation or disability. The concept of a diverse workforce is embodied in certain of our core organizational values (operating with respect and building organizational advantage).

To meet the objectives of this policy, the organization will place particular emphasis on the following:

- Use of selection criteria that does not unlawfully discriminate in the recruitment or promotion of any applicant or employee;
- Require the hiring or promotion of an individual to be based on merit without regard to their race, gender, age, national origin, religion, sexual orientation or disability ('protected classifications');
- Provide compensation and benefits without regard to the aforementioned protected classifications;
- Ensure non-discrimination in the operation of grievance and disciplinary procedures; and
- Ensure that all relevant legal requirements related to discrimination are met and adhered to by the organization and each employee.

The James Hardie Board, with assistance from management, is responsible for establishing measurable objectives in the context of the organizations' unique circumstances. The Board assesses the policy and objectives annually and the organization's progress in achieving them.

The Board has delegated responsibility to the Nominating & Governance Committee for monitoring the effectiveness of this policy to the extent that it relates to diversity of the Board's composition, the senior leadership and the organization as a whole and for reviewing and recommending any updates to this policy as deemed necessary.

The James Hardie Management Team (JHMT) has primary responsibility for promoting awareness of and monitoring this policy. However, it is the responsibility of all James Hardie employees to promote this policy and conduct themselves in a manner that helps establish and maintain an inclusive environment that supports diversity and that is free from discrimination and harassment. It is also important to note that in certain jurisdictions, an individual employee may also be personally liable for any unlawful discriminatory act. Employees also have an obligation to report any suspected discriminatory acts or practices. Mandatory training will be provided to all new hires and then ongoing to each employee on an annual basis.

This policy will be monitored and diversity data gathered on a regular basis for consideration by the JHMT in determining whether the policy is effective and to identify areas of improvement.



Any employee who believes they have suffered any form of discrimination should raise the issue with his/her manager, the human resources department, the legal department or anonymously through the James Hardie's Ethics Hotline.

Further information can be found in the Corporate Governance section of James Hardie's Annual Report.