

## ONEHardie Policy

### Purpose

At James Hardie, our commitment to Build a Better Future for All begins with how we operate — together, as ONEHardie. This policy reflects our belief that a unified culture, shared accountability, and empowered teams are essential to our performance, innovation, and long-term success. ONEHardie sets the foundation for how we lead, collaborate, and grow with purpose. This policy applies to all James Hardie employees, executive officers, directors, and business partners across all locations.

### Scope

This policy applies to all James Hardie employees, executive officers and directors as well as any agents acting on behalf of the company, across all locations.

### Commitment to ONEHardie

We are committed to cultivating a culture where every employee thrives and excels. We believe that by fostering a winning culture built on trust, connection across teams and commitment beyond our walls, we build a strong foundation that drives innovation, attracts and retains top talent while strengthening our global market position.

Our ONEHardie culture is built on three strategic pillars. Together they define how we perform, collaborate and grow.

- **Winning Culture:** *Creating a home at Hardie*  
We hold ourselves to a high standard of performance, integrity and accountability. When our people are at their best, our company is at its best. We are committed to creating a workplace where everyone at all levels can bring their whole selves to work and thrive.
- **Empowered Teams:** *Nurturing individual and collective success*  
Our strength comes from our varied backgrounds, qualities, talents, and abilities. By embracing and nurturing these differences, we empower our global teams to thrive through development and a compelling value proposition. Together, we can achieve greatness.
- **Beyond Our Walls:** *Strengthening our external impact*  
Rooted in our purpose and values to Build a Better Future for All, we strive to drive positive impact in our communities.

### Implementation and Monitoring

We will regularly assess progress and hold ourselves accountable through the following measures:

- **Employee Listening and Feedback:** Leveraging tools such as Hardie Heartbeat, the Hardie Huddles, and trust and inclusion indexes to identify areas for improvement, and track cultural impact over time.
- **Program Engagement:** Monitoring employee and leader participation in key development and culture programs, including ONEHardie activations, James Hardie University (JHU), Grow@Hardie, Employee Resource Groups, and Individual Development Plans (IDPs).
- **Talent Lifecycle Metrics:** Evaluating representation, hiring practices, retention trends, and promotion rates to ensure a high-performing and equal opportunity workforce.
- **Community Engagement:** Tracking involvement in community initiatives and charitable giving as a reflection of our commitment to impact beyond our walls.

## Reporting and Feedback

James Hardie encourages employees to speak up about concerns and to share ideas that help improve our workplace culture. Employees can report concerns through our global ethics hotline or by contacting Human Resources. All reports will be treated confidentially and without retaliation.

## Governance Framework: Roles and Responsibilities

The ONEHardie Policy is championed by our Director of Inclusion and Diversity, alongside the ONEHardie Advisory Council, with the full backing of the Executive Leadership Team. Endorsed by the CEO and approved by the Board of Directors, this policy is overseen by the Director of Inclusion and Diversity to ensure its integration throughout James Hardie's operations, maintaining its relevance and effectiveness.

| Role                 | Responsibilities   |
|----------------------|--|
| Board of Directors   | <ul style="list-style-type: none"> <li>• <b>Oversight and Review:</b> Ensure policy aligns with the company's strategic goals and approve all changes.</li> </ul>  |
| Advisory Council     | <ul style="list-style-type: none"> <li>• <b>Accountability:</b> Hold Executive Leadership Team accountable for policy's implementation and effectiveness.</li> <li>• <b>Guidance and Recommendations:</b> Provide advice and recommendations to enhance policy.</li> <li>• <b>Monitoring:</b> Regularly review policy's impact, including reviewing metrics and reporting from Human Resources, and suggest improvements.</li> </ul> |
| Executive Leadership | <ul style="list-style-type: none"> <li>• <b>Implementation:</b> Ensure policy is effectively integrated into all aspects of JH operations.</li> <li>• <b>Support:</b> Provide resources and support to the Director of Inclusion and Diversity for policy execution.</li> </ul>  |

|                                     |  |
|-------------------------------------|--|
|                                     | <ul style="list-style-type: none"> <li>• <b>Communication:</b> Promote policy and its benefits throughout the organization.</li> </ul>   |
| Director of Inclusion and Diversity | <ul style="list-style-type: none"> <li>• <b>Leadership:</b> Champion the ONEHardie Policy and lead its integration across James Hardie.</li> <li>• <b>Oversight:</b> Ensure policy remains current and effective.</li> <li>• <b>Collaboration:</b> Work closely with the Advisory Council and Executive Leadership Team to drive initiatives.</li> <li>• <b>Reporting:</b> Regularly report on policy's progress and impact to Executive Leadership Team.</li> </ul> |
| Human Resources                     | <ul style="list-style-type: none"> <li>• <b>Policy Integration:</b> Ensure ONEHardie Policy is embedded in HR practices, including recruitment, onboarding, and performance management.</li> <li>• <b>Support and Resources:</b> Provide training and resources to support policy's implementation.</li> <li>• <b>Monitoring and Reporting:</b> Provide reports to Advisory Council on policy's impact on employee engagement and metrics.</li> </ul>                |
| People Leaders                      | <ul style="list-style-type: none"> <li>• <b>Execution:</b> Implement policy within their teams and departments.</li> <li>• <b>Training and Development:</b> Ensure team members understand and adhere to policy.</li> <li>• <b>Feedback:</b> Collect and relay feedback on policy's effectiveness and areas for improvement.</li> </ul>  |
| All Employees                       | <ul style="list-style-type: none"> <li>• <b>Adherence:</b> Follow the guidelines and principles outlined in policy.</li> <li>• <b>Participation:</b> Engage in initiatives and activities that support policy.</li> <li>• <b>Feedback:</b> Provide input on policy's impact and suggest ways to enhance it.</li> </ul>   |

## Related Standards, Policies, and Procedures

ONEHardie reinforces accountability, leadership expectations, and fair business practices across all locations. It aligns with:

- Purpose, Mission, Vision and Values
- Code of Conduct
- Employee Handbook

## Conclusion

ONEHardie is how we bring our purpose and values to life, how we grow together, and how we Build a Better Future for All.

Together, we are ONEHardie.

## Revision History

| Effective Date<br>(DD MMM YYYY) | Revision<br>No | Change Description  | Refer<br>ence<br>Secti<br>on | Writer                       |
|---------------------------------|----------------|---|------------------------------|------------------------------|
| 14 May 2021                     | N/A            | Added inclusion and diversity statement; broadened protected classifications, and reformatted to adhere to standard Company Policy template.  |                              | Chris Swenson                |
| 11 May 2022                     | 1              | No changes  |                              |                              |
| 3 August 2023                   | 2              | Removed duplicative statements to anti-discrimination/harassment policy, made connections to new purpose, mission, vision, values   |                              | Lindsey Novak                |
| 12 January 2024                 | 3              | No changes  |                              | Lindsey Novak                |
| 1 April 2025                    | 4              | Revised policy to align with the ONEHardie framework reflecting a unified, purpose-driven culture that integrates performance, values, and belonging across all levels of the organization. |                              | Lindsey Novak<br>Doris Smart |