



JamesHardie™

Workplace Inclusion and Diversity Policy

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TABLE OF CONTENTS

I.	PURPOSE.....	2
II.	SCOPE.....	2
III.	POLICY	2
IV.	REVISION HISTORY	3

I. PURPOSE

James Hardie is fully committed to becoming an inclusive and globally diverse workplace, free from any form of discrimination, prejudice, inequality or injustice, with a workforce that reflects the communities we operate in and the markets we serve. James Hardie is committed to fostering, cultivating, and preserving a culture of diversity, equity and inclusion.

We embrace and encourage our employees' differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, race, religion, sexual orientation, veteran status, and other characteristics that make our employees unique and expect each of our employees will always be treated with respect whether in the plant, office or at a customer / vendor site and unequivocally reject any form of intolerance.

II. SCOPE

The Workplace Inclusion and Diversity Policy applies to all individuals recruited or employed by the Company.

III. POLICY

James Hardie's inclusion and diversity initiatives are applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment built on the premise of gender and diversity equity that encourages and enforces:

- Behavior in alignment with our Purpose, Mission, Vision and Values as a foundation for our inclusive culture.
- Respectful communication and cooperation between all employees.
- Teamwork and employee participation, permitting the representation of all groups and employee perspectives.
- Work/life balance through flexibility to accommodate employees' varying needs.
- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for the diversity.

To provide informed, authentic leadership for cultural equity, James Hardie strives to:

- See diversity, inclusion, and equity as connected to our purpose, mission, vision and values critical to ensure the well-being of our employees and communities we serve.
- Acknowledge and dismantle any inequities within our policies, systems, programs, and services, and continually update and report organization progress.
- Explore potential underlying, unquestioned assumptions that interfere with inclusiveness.
- Advocate for and support board-level thinking about how systemic inequities impact our organization's work, and how best to address that in a way that is consistent with our mission.
- Lead with respect and tolerance. We expect all employees to embrace this notion and to express it in workplace interactions and through everyday practices.

All employees of James Hardie have a responsibility to always treat others with dignity and respect. All employees are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work

site, and at all other company-sponsored and participative events. All employees are required to complete and/or sign anti-harassment, code of conduct, and other trainings to enhance their knowledge to fulfill this responsibility.

We are committed to building and sustaining an inclusive culture which naturally drives the attraction, retention, and engagement of highly skilled, innovative, diverse talent; inspired to build a Better Future for All.

Any employee found to have exhibited any inappropriate conduct or behavior against others may be subject to disciplinary action.

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 and Compliance Department, the General Counsel and Chief Compliance Officer or through the James Hardie's Ethics Hotline.

The James Hardie Board, with assistance from the ELT is responsible for approving and monitoring this Policy and measurable objectives in the context of the Company's unique circumstances and industry.

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.

IV. REVISION HISTORY

Effective Date D MMM YYYY	Revision No	Change Description	Reference Section	Policy Writer
14 May 2021		Added inclusion and diversity statement; broadened protected classifications, and reformatted to adhere to standard Company Policy template.		Chris Swenson
11 May 2022		No changes		
3 August 2023		Removed duplicative statements to anti-discrimination/harassment policy, made connections to new purpose, mission, vision, values		Lindsey Novak