

## Diversity Report

*Adelaide Brighton is committed to the promotion of diversity within our organisation, and recognises that removing barriers to diversity enables us to attract and retain the best people with the appropriate skills to contribute to the continuing success of our business. Our Diversity Policy outlines five core objectives which form the foundations of our approach to diversity and upon which we measure our performance in this area. An overview of these objectives, and our progress towards achieving these objectives for the 2014 financial year, are set out below.*

Objectives	Diversity measures to facilitate achievement of objectives	Progress
To promote a culture of diversity (which includes gender, skills, experience, and cultural background)	Leadership programs targeted at our female management and frontline employees focusing on their strengths and contribution to the broader workplace to be rolled out across the organisation.	Leadership programs and coaching continue to be available for female employees. In 2014, we implemented a broader program aimed at our managers and supervisors.
	Company-wide training in workplace policies (including diversity, bullying and harassment, Equal Employment Opportunity).	Employee inductions include information on Company policies such as equal employment opportunity and bullying.  Introduced assessable compliance training for management.
	The Board and Nomination, Remuneration and Governance Committee review Adelaide Brighton's diversity achievements relative to the industry structure in which the Company operates.	In 2014, the Board and then Nomination and Remuneration Committee discussed the Company's diversity measures and the need to develop a positive workplace culture.
To ensure that recruitment and selection processes are based on merit	Internal review of Adelaide Brighton's recruitment practices and systems to ensure that employment decisions are made without regard to factors that are not applicable to the inherent requirements of a position and that unconscious gender bias does not influence outcomes.	Recruitment mentoring training continues across the business with a view to eliminate any unconscious bias that may occur. 16% of all new hires in 2014 were female.
		Selection of recruitment agencies employed by Adelaide Brighton is based on their commitment to providing diverse candidate pools.
To provide talent management and development opportunities for all employees	Ongoing talent recognition and in-house leadership programs for employees.	Various development programs provided for recognised employees and tailored to individual needs ranging from external training and education, mentoring and/or specific on the job training.
	Sponsor or encourage professional networking, coaching and mentoring programs to give female employees the opportunity to connect with other professionals.	Where identified, these programs continue to be supported across the organisation.
	Sponsor MBA or post-graduate studies for high potential female employees.	Adelaide Brighton supports external study and development for high potential employees.
	In recognition of the low numbers of females entering into engineering and manufacturing vocations: > implement programs designed to engage female graduate engineers; > offer undergraduate scholarship opportunities and sponsor vacation work programs to engage female students who are entering tertiary education to consider engineering as a career option; and > strive for gender balance in the recruitment of graduates each year.	Continued sponsorship of the Women in Engineering program at the University of Wollongong in 2014 that provides both a financial benefit and work placement opportunity.  The Company has attended career expos at the University of Adelaide and sponsored Engineering awards at University of Wollongong.
	Support the creation of employment opportunities for Indigenous and Torres Strait Islanders.	Support and participation in the South Australian Indigenous Law Student Mentoring Program.  Support for a scholarship for aboriginal students to complete Year 12 High School at Prince Alfred College.

To reward and remunerate fairly	<p>Adelaide Brighton has a policy to provide equal pay for equal work.</p> <p>As part of the annual salary review process, Adelaide Brighton undertakes a review of pay parity.</p> <p>Pay parity is also considered at the time of hiring new employees, to eliminate potential gaps in pay arising from hiring decisions.</p>	The gender pay parity review was completed in 2014 as part of Adelaide Brighton's annual remuneration review processes.
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To provide flexible work practices	<p>Adelaide Brighton seeks to provide suitable working arrangements for employees returning from maternity leave.</p> <p>Flexible working arrangements are available to all employees under our flexible work policy, to recognise that employees may have different domestic responsibilities throughout their career. This includes opportunities to work part time and from home or a remote location.</p> <p>We also offer 12 weeks' paid parental leave for the primary carer.</p> <p>Formal review of all part time work arrangements to ensure roles are appropriate to maintain career development.</p>	As per previous years, 100% of the women who commenced and finished maternity leave in 2014 have returned to work in either a full or part time capacity.
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Adelaide Brighton is committed to the regular review of its objectives to ensure that these continue to be appropriate and relevant. This commitment includes the completion of the workplace profile report as required by the Workplace Gender Equality Act 2012. A copy of the workplace profile report is available in the investor relations section of our website at [www.adbri.com.au/investorinformation.html](http://www.adbri.com.au/investorinformation.html). The Board is committed to build upon the achievements to date and reinforce the continued efforts in promoting and cultivating a culture of diversity and inclusiveness.

The proportion of women across Adelaide Brighton's workforce is reflective of the generally low level of female representation in the building, manufacturing and construction materials industries in which we operate. We recognise that the available pool of female candidates in engineering roles relevant to our business operations is limited, and this impacts our ability to increase the number of female new hires in the short term. In an effort to make our Company (and industry) more attractive to women, we have focused on measures designed to increase the proportion of female graduates and to support the leadership development of female employees who are recognised as having future potential.

We believe that, over time, our diversity objectives and measures will achieve an improvement in the level of female representation across the organisation.

Going forward increasing focus on expanding opportunities for indigenous Australian will form part of the Company's diversity objectives.

The following table shows the proportional representation of women employees at various levels within the Adelaide Brighton Group (as at 31 December 2014):

		Male	Female
Board	20%	4	1
Senior executives	0%	6	0
Senior managers (direct reports to senior executives)	16%	31	6
Total workforce	12%	1245	164

In 2014, following the retirement of the Managing Director and appointment of a new CEO position, a management restructure occurred which resulted in there no longer being female representation among the senior executives. This is expected to be addressed in 2015.

A copy of Adelaide Brighton's Diversity Policy is available in the corporate governance section of Adelaide Brighton's website.