

# Diversity report

Adelaide Brighton is committed to being an inclusive workplace that values and promotes diversity of skills, experience and cultural background. We recognise that an inclusive culture enables us to attract and retain the best people with

the appropriate skills to contribute to the continuing success of our business. In 2015 we revised the Diversity Policy and established the Diversity and Inclusion Policy which now outlines seven 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 during the 2015 financial year, are set out below:

Objectives	Diversity measures to facilitate achievement of objectives	Progress
To promote a culture of diversity and inclusion	<ul style="list-style-type: none"> <li>&gt; Review by the Board and Nomination, Remuneration and Governance Committee of Adelaide Brighton's diversity policy and achievements relative to the industry structure in which the Company operates.</li> <li>&gt; Proactively engage with our people to develop inclusion.</li> <li>&gt; Company wide training in workplace policies (including diversity, anti-bullying and harassment, equal employment opportunity).</li> <li>&gt; Our employees would recommend this Company as a great place to work.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; In 2015, the Board and the Nomination, Remuneration and Governance Committee discussed the Company's diversity measures, revised the policy and objectives to continue to develop a positive workplace culture to ensure there is an emphasis on inclusion as well diversity.</li> <li>&gt; Executive Leadership Team developed a new diversity and inclusion plan to increase the engagement of women in the Company and promote inclusion.</li> <li>&gt; Employee inductions include information on Company policies such as equal employment opportunity and anti-bullying.</li> <li>&gt; Communication of revised Diversity and Inclusion Policy and Code of Conduct.</li> <li>&gt; 77% of respondents in our survey of employees in 2015 indicated they would be happy to recommend Adelaide Brighton as a great place to work (8.0% above the IBM Australian Norm).</li> </ul>
To ensure that recruitment and selection processes seek out candidates from a diverse background, with selection decisions being based on merit	<ul style="list-style-type: none"> <li>&gt; 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.</li> <li>&gt; Promote Adelaide Brighton as a diverse employer with an inclusive culture.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Recruitment training continues across the business with a view to eliminate any unconscious bias that may occur. 14% of all new hires in 2015 were female.</li> <li>&gt; Website careers pages reviewed and refreshed to promote diversity and inclusion.</li> </ul>
Develop inclusive leaders who value diversity of opinions and challenge the status quo	<ul style="list-style-type: none"> <li>&gt; All leaders to undergo training on how to lead inclusively and develop an inclusive workplace culture.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Executive Leadership Team and 40 Senior Leaders completed "Unconscious Bias" training.</li> </ul>
Build talent pipelines through investment in skills and capabilities	<ul style="list-style-type: none"> <li>&gt; Ensure performance, development and succession management processes support the career progression of individuals regardless of gender or cultural background.</li> <li>&gt; Sponsor or encourage professional networking, coaching and mentoring programs to give female employees the opportunity to connect with other professionals.</li> <li>&gt; Sponsor MBA or post-graduate studies for high potential female employees.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Development programs are provided for individuals as part of Our Business My Potential program.</li> <li>&gt; Talent and Succession Management process proactively challenges gender representation.</li> <li>&gt; 5% of women and 2% of men progressed internally in 2015.</li> <li>&gt; Where identified, these programs continue to be supported across the organisation.</li> <li>&gt; Adelaide Brighton supports external study and development for high potential employees.</li> </ul>

(continued overleaf)



Objectives	Diversity measures to facilitate achievement of objectives	Progress
Build talent pipelines through investment in skills and capabilities (continued)	<ul style="list-style-type: none"> <li>&gt; In recognition of the low numbers of females entering into engineering and manufacturing vocations:               <ul style="list-style-type: none"> <li>- implement programs designed to engage female graduate engineers.</li> <li>- 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.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>&gt; Continued sponsorship of the Women in Engineering program at the University of Wollongong in 2015 that provides both a financial benefit and a work placement opportunity.</li> <li>&gt; Scholarships in place at the University of Adelaide and University of Technology Sydney.</li> </ul>
To reward and remunerate fairly	<ul style="list-style-type: none"> <li>&gt; Adelaide Brighton has a policy to provide equal pay for equal work.</li> <li>&gt; As part of the annual salary review process, Adelaide Brighton undertakes a review of pay parity.</li> <li>&gt; Pay parity is also considered at the time of hiring new employees, to eliminate potential gaps in pay arising from hiring decisions.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; The gender pay parity review was completed in 2015 as part of Adelaide Brighton's annual remuneration review processes.</li> </ul>
To provide flexible work practices	<ul style="list-style-type: none"> <li>&gt; Adelaide Brighton seeks to provide suitable working arrangements for employees returning from maternity leave.</li> <li>&gt; 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.</li> <li>&gt; We also offer 12 weeks' paid parental leave for the primary carer.</li> <li>&gt; Formal review of all part time work arrangements to ensure roles are appropriate to maintain career development.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; As per previous years, 100% of the women who commenced and finished maternity leave in 2015 have returned to work in either a full or part time capacity.</li> <li>&gt; 16% of female employees and 1% of male employees have a flexible work arrangement.</li> </ul>
Understand the diversity of our workforce	<ul style="list-style-type: none"> <li>&gt; Measure age, gender, and cultural identity of our workforce.</li> </ul>	Employee survey of cultural identity undertaken in 2015.

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 'Our responsibilities' section of our website at [www.adbri.com.au/ourresponsibilities#reporting](http://www.adbri.com.au/ourresponsibilities#reporting). 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.

The following table shows the proportional representation of women employees at various levels within the Adelaide Brighton Group (as at 31 December 2015):

		Male	Female
Board	16%	5	1
Senior executives	0%	6	0 <sup>(1)</sup>
Senior managers (direct reports to senior executives)	17%	34	7
Total workforce	14%	1216	170

<sup>(1)</sup>A senior executive appointment to the position of Executive General Manager, Human Resources and Health, Safety and Environment was made in January 2016.

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