



“We attract people who are passionate about what they do, and who love winning.”

DAVE MERKLEY, VICE PRESIDENT, MANUFACTURING

James Hardie provides a challenging and rewarding environment for employees who are highly motivated, enjoy solving problems, and are hungry for success.

We aim to attract talented individuals with diverse skills and backgrounds who can help us enhance our industry leadership position. We encourage people who have the drive, confidence, talent and energy to confront and overcome challenges head-on, search for innovative solutions and achieve targets that stretch them.

The ability to take well-calculated risks and learn from failure, and the motivation to undertake continuous personal and professional development, are all things we look for when recruiting and promoting people.

Whether we are developing a new product, acquiring a business, building a new plant, improving product quality or installing a new business system, we believe that these sorts of people, working as members of a team, will ensure the best result.



Our continuous, rapid growth, creates a challenging culture, and places a lot of demands on our people. In return, they have the satisfaction of being part of a winning team and are committed to helping us retain and expand on this position.

Environment, Health & Safety

Our goal is an incident free workplace. We believe our employees have a fundamental right to work in a safe and healthy environment and that the company and each employee share responsibility for creating and maintaining this environment.

In the year ending March 2002, the US Fibre Cement business introduced a process to achieve an Injury Free Culture in all its facilities. While the total case incident rates were the same as last year, the number of serious injuries was significantly reduced. The business's goal for 2003 is to reduce its total case incident rate by a further 25%.

To achieve this, it has implemented a Supervisor Accountability program called On the Front Lines. Supervisors and other management employees are being taught to define, measure and reward specific safety actions and activities to improve overall safety performance. The message is that production, quality and safety are equal partners in a successful organisation.

Businesses in the Asia Pacific region recorded an almost 30% reduction in their overall total case incident rate. The lost workday rate also fell. The region is now working to achieve a further 20% reduction for the year ending March 2003. To help, it has introduced a safety communication program that aims to bring about a cultural change where people see safety as a philosophy for life.

Superannuation

All James Hardie employees have access to superannuation or individual retirement savings plans.

Share plans

We encourage our people to become shareholders and think and act like owners of James Hardie by contributing to our value-creating objectives. Many employees participate in our share and option plans.

Training

We are committed to leadership and people development, skills training and graduate development and recruitment programs. The latest illustration of this is a three-tier training and development program developed by James Hardie in the United States, in conjunction with local tertiary education institutions. The program will be reviewed over the next 12 months with a view to expanding it further in the future.