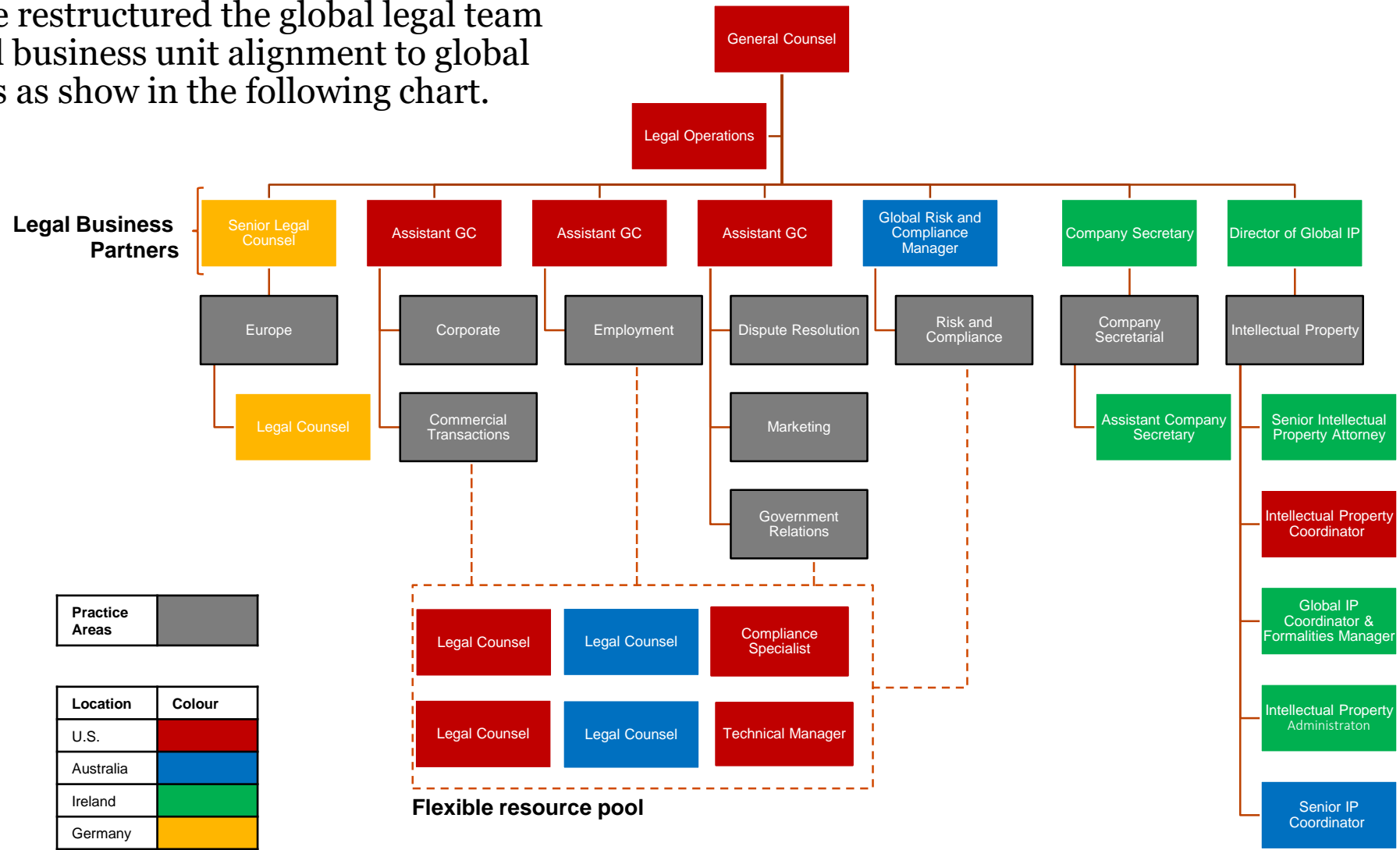


Organizational Structure | Global Practice Area Model



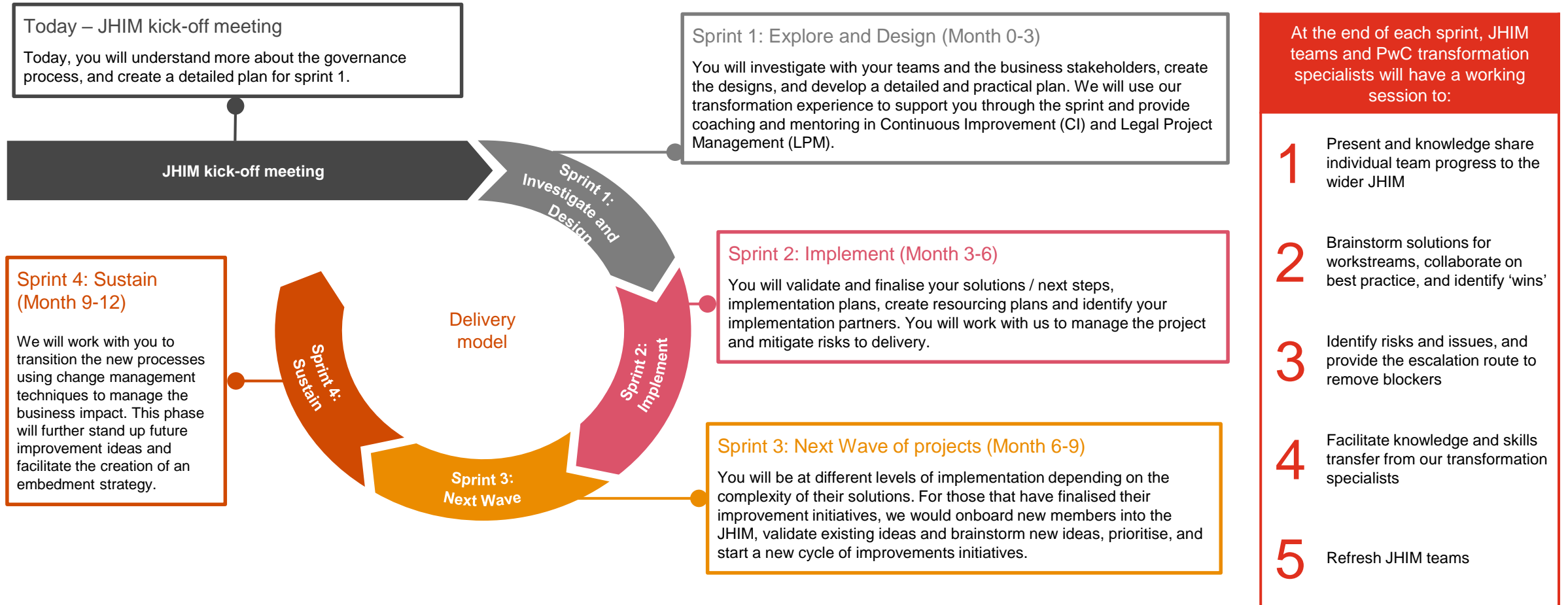
James Hardie restructured the global legal team from regional business unit alignment to global practice areas as show in the following chart.



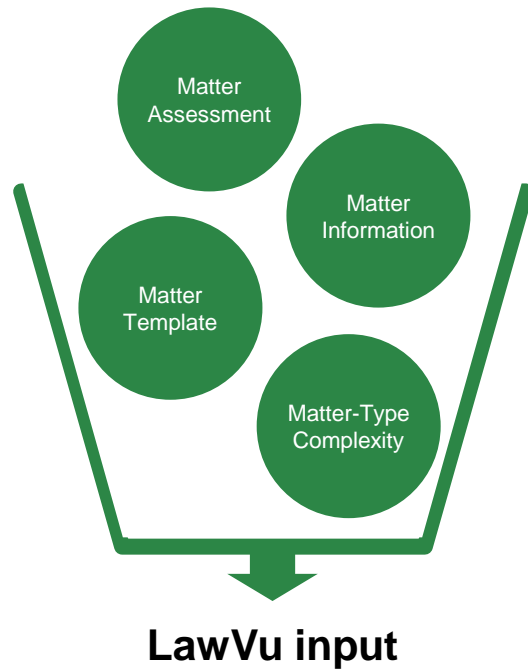
Practice Areas	Grey
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Location	Colour
U.S.	Red
Australia	Blue
Ireland	Green
Germany	Yellow

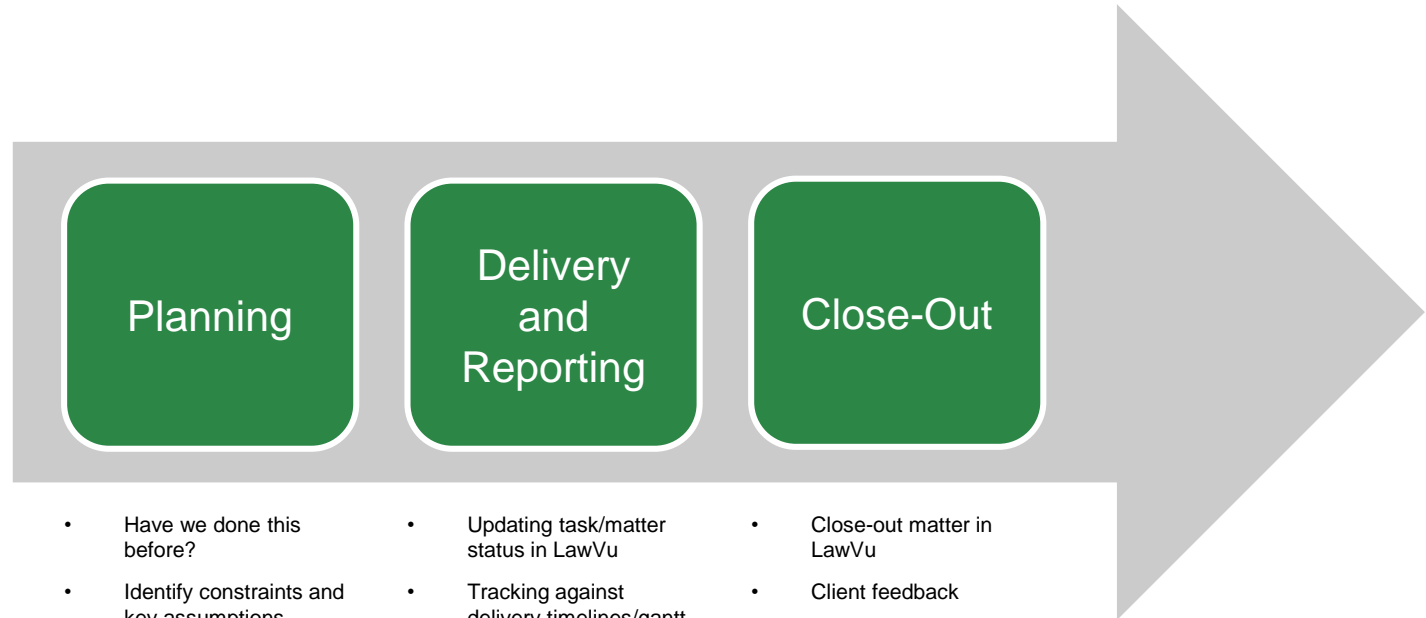
The general approach to delivering the 12 month program



James Hardie: Legal Project Management process

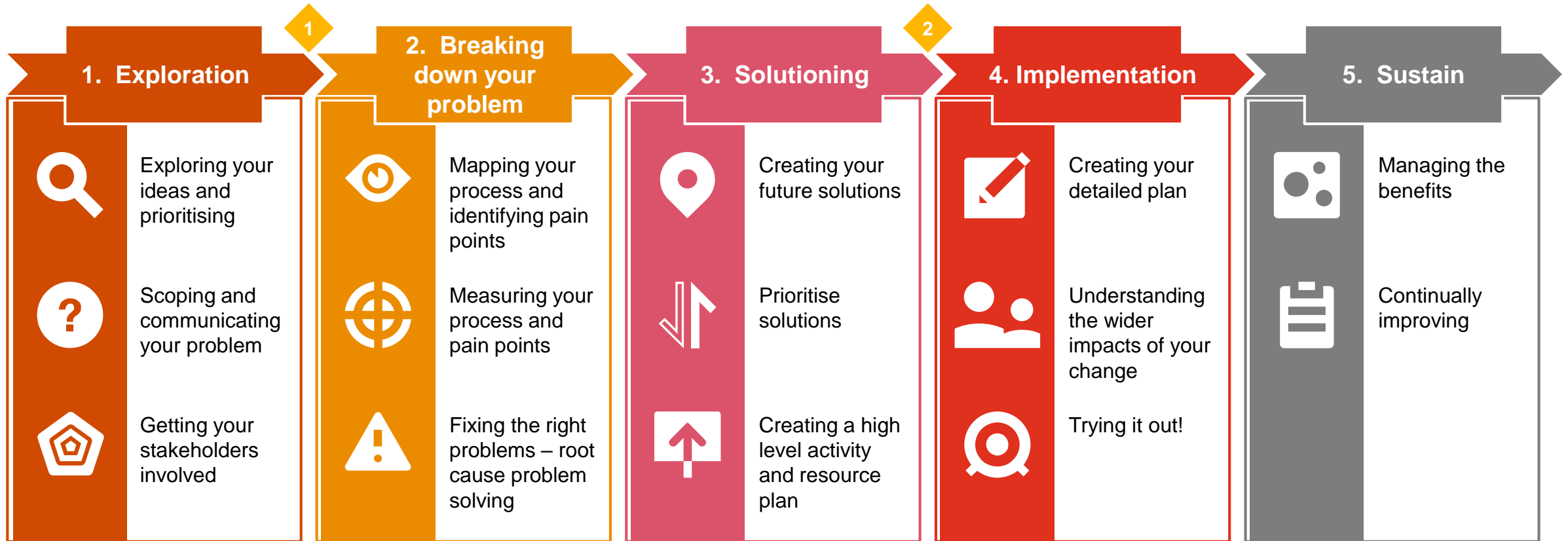


LawVu input



- Have we done this before?
- Identify constraints and key assumptions
- Identify stakeholders and delivery team
- Kick-off meeting
- Develop WBS (or use LawVu template) – identify key tasks and timeframes
- Gantt chart?
- Cost estimate (top-down / bottom-up)?
- Adherence to panel guidelines
- Updating task/matter status in LawVu
- Tracking against delivery timelines/gantt chart
- Periodic team stand-ups
- Are we still delivering the right thing? Have constraints changed?
- Issues identification and escalation
- Project health checks
- Close-out matter in LawVu
- Client feedback
- Continuous improvement – updating templates

Our approach to Continuous Improvement



◆ Check-in with team leads

The James Hardie L&C Innovation Machine ('JHIM')



What is the JHIM?

The James Hardie Legal and Compliance Innovation Machine is a team that will drive transformational change and continuous improvements across the James Hardie Legal and Compliance team. The JHIM will work with stakeholders in Legal and Compliance, and the business to create sustainable change. The JHIM will use tried methodology to work on discrete problems, identify potential solutions, trial preferred options and embed change.



Who is involved?

Over time everybody in the James Hardie Legal and Compliance team will participate in the JHIM. Initially, there will be two JHIM teams consisting of 4 members each. Each JHIM team will have a sponsor from the Leadership Team, and they will provide guidance and relieve logjams. The JHIM teams will be refreshed on a periodic basis, to support new ideas and upskilling.



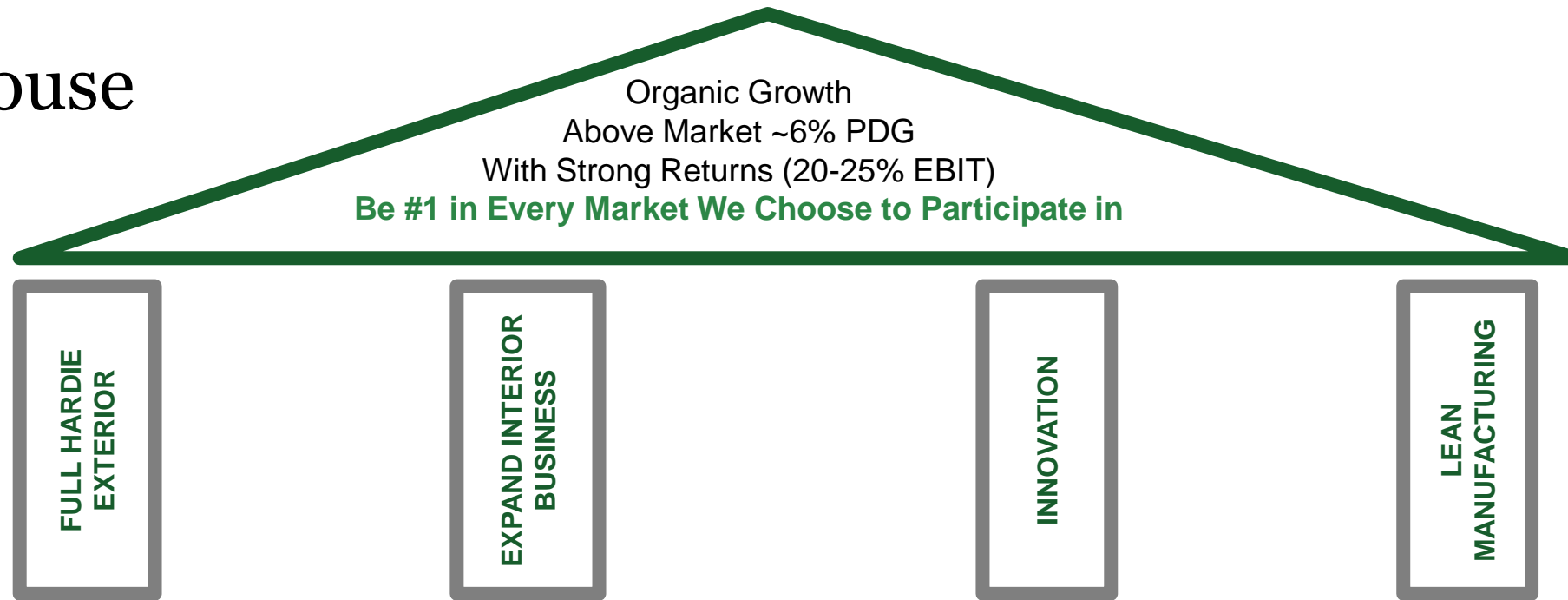
What will the teams be doing?

The JHIM will be the main forum for driving change across the 11 agreed change priorities. Each JHIM team will focus on one initiative that will address a number of the change priorities.

The first two initiatives that the teams will tackle are:

1. **Removing low value legal and compliance work** – This initiative will identify the best way to deal with different worktypes, and remove low-value legal and compliance work from the Legal & Compliance team so that we can focus more on value adding legal work.
2. **Improving the way we do administrative work** – This initiative will make improvements to the existing administrative work we do, so that we can focus more on value adding legal and compliance work

Our house



<p>Global Mindset and Cross Functional Teamwork</p> <p>ONE TEAM</p>	<p>Continuous Improvement and Best Practice Sharing & Replication</p> <p>HIGH PERFORMING TEAM</p>	<p>Future Forward Planning and Empowerment & Accountability</p> <p>TRANSFORM CLIENT EXPERIENCE</p>
<ul style="list-style-type: none"> • Invest in harmonising and standardising processes • More consistent engagement with the business • Develop framework for right resourcing 	<ul style="list-style-type: none"> • Explore self-service opportunities • Embrace technology (LawVu) • Shift from just reporting to providing insights and helping deliver change that matters • Invest in legal project management 	<ul style="list-style-type: none"> • More proactive, less reactive • Data driven, quantitative not just qualitative measurement • Clearer on most valuable /strategic work and how to say no to low value work • Legal visibly contributing to company transformation

		Work Streams	Initiatives				
			JHIM: Low value legal work	JHIM: Reducing admin	LawVu (Implementation)	Vendor management	LPM / CI training and mentoring
S t r a t e g i c G o a l s	One Team Global Mindset and Cross Functional Teamwork	Invest in harmonising and standardising processes	✓	✓	✓	✓	✓
		More consistent engagement with the business	✓	✓	✓	✓	✓
		Develop framework for right resourcing	To be considered for future JHIM stream				
	High Performing Team PDCA/CI Best Practice Sharing/ Replication	Explore self-service opportunities	✓	✓	✓		✓
		Embrace technology (LawVu)	✓	✓	✓		✓
		Shift from just reporting to providing insights and helping deliver change that matters		✓	✓	✓	✓
		Invest in project management					✓
	Transform Client Experience Future Forward Planning and Empowerment & Accountability	More proactive, less reactive	✓	✓	✓	✓	✓
		Data driven, quantitative not just qualitative measurement	✓	✓	✓	✓	✓
		Clearer on what is most valuable/ strategic work and how to identify alternatives for low value work	✓		✓	✓	✓
Legal visibly contributing to company transformation		✓	✓	✓	✓	✓	