

Our people

Adelaide Brighton recognises that a motivated and productive workforce is essential to our success. During 2003, we continued to demonstrate our commitment to providing a supportive work environment through a range of people management initiatives and activities, including the introduction of a new 2-year graduate engineering development programme and a considerable investment in training and development.

During the year we introduced a self-service web kiosk giving employees access to manage their personal details and streamline the leave application process. This initiative has created significant savings in workflow processes, time management and improved employee satisfaction rates.

Performance management continues to be an important component of our employees' development programme. Our improved review process integrates both performance management and career development within the annual business planning process. This provides an opportunity to greatly enhance our organisational capabilities.

Going forward, areas of focus for the Company will include:

- > significant restructuring at the Munster operation and Hy-Tec Concrete in New South Wales;
- > training and development programmes to broaden skills;
- > succession planning;
- > retention of people with potential for future career progression;
- > creating individual development strategies; and
- > developing approaches to recruitment that reflect a changing labour market.

We believe that this focus, in conjunction with a remuneration framework which recognises and rewards our employees, will best support the organisation during a period of significant change.

Safety and health

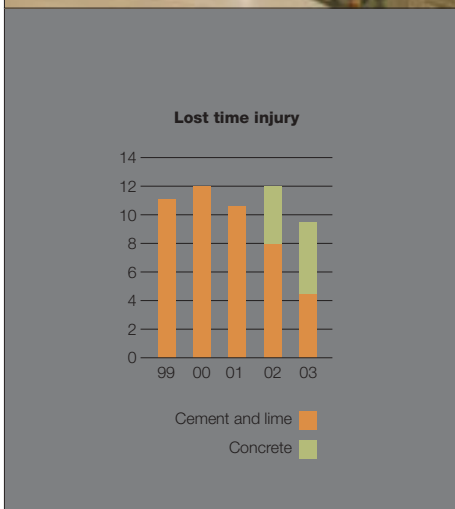
Adelaide Brighton believes the safety and well-being of its employees and contractors is of paramount importance and is an integral part of its business operations. Accordingly, the Company is committed to achieving a safe, productive and healthy work environment through responsible business management and in a manner designed to protect its employees, adjacent communities and the natural environment.

In 2003, implementation of the Company's Group Safety and Health Management System was advanced with each operating site setting specific targets for



Adelaide Brighton is committed to safety training of employees and contractors to ensure they have the necessary skills and knowledge to work safely and contribute to ongoing improvements in safety performance

Inspection of the automated bag packer at Birkenhead plant



the development of their safety and health procedures, and Lost Time Injury Frequency Rate.

Performance

In 2003, a 25% reduction in lost time injuries was achieved. The overall lost time injury frequency rate reduced from twelve to nine injuries. The cement and lime operations improved their safety performance with a reduction of four lost time injuries (19 to 15) over 2002, with a reduction in lost time injury frequency rate of 30%. There is also a clear trend of injury reduction at sites that have progressed with their systems implementation. Pavement Technology Ltd, our road stabilisation business, improved its safety performance with a 50% reduction in the lost time injury frequency rate over the 2002 period.

Self-exempt insurance

The company retained its Exempt Workers' Compensation Insurance Status in both South Australia and Western Australia following audits by the individual State regulatory agencies. The efforts by all employees to achieve and retain exempt status is commendable and reflects their commitment to safety and sound business management.



Safety initiatives

- Safety initiatives and activities undertaken throughout 2003 include:
- > safety and environmental management training for Operations Managers and Superintendents across the cement and lime operations;
 - > renewed focus on major hazard assessments to ensure preventative measures are in place;
 - > safety workshops with the specific goals of identifying the causes of injuries and strategies for improvement;
 - > progress on our electronic incident reporting system for incident management;
 - > progress and continuation of the measurement of lead indicators based on the degree of implementation of site based safety systems;
 - > increased emphasis on contractor inductions;
 - > focused and concentrated use of Job Safety Analysis as a hazard management tool; and
 - > increasing worksite inspections, audits and follow-up actions.

Efforts to promote safety awareness and improve the safety culture are ongoing and management is committed to improving overall safety performance.