



Employees

Principles, Processes and Instruments

Our employees are the basis of our success and a key factor for the successful development of our company. It is our task to create the necessary basis and the best possible conditions for the safety, health and satisfaction of our employees. To this end, we are making every effort to achieve continuous improvements in the fields of occupational health and safety, diversity and equal opportunities, and initial and further training. A culture of open communication in our company, the consistent involvement of our employees, and a motivating working environment are essential in this context.

Results of our 2014 Materiality Analysis

At Group level, the following social aspects were identified as being of material importance for our employees:

- › Safety
- › Health
- › Communication and employee involvement
- › Employee satisfaction

As a differentiated analysis of our various product groups showed, the aspects described in the following are almost equally relevant for all of them.

Wienerberger is fully aware of its responsibility for its employees. As an industrial producer, our top priority is to avoid and/or minimize potential hazards to the health and safety of our employees, especially in our plants. We not only take the necessary structural, technical and organizational measures, but also make every effort to foster a culture of safety, for instance through training programs and incentive systems.

Wienerberger is an international Group with operations in thirty countries. Therefore, creating possibilities for all our employees to interact, exchange information

and become involved in the life of the company are highly relevant factors that influence their well-being and their personal development. At the same time, the degree of employee satisfaction has a considerable impact on the performance of the company. The general conditions at the workplace and the specific instruments available to employees for the performance of their tasks play important roles in this context. It is our responsibility to create the prerequisites for dialogue and exchange across business units, promote knowledge transfer and support efficient cooperation.

The results of our materiality analyses provide the basis for our five-year plan of action, the Wienerberger Sustainability Roadmap 2020. The employee-related targets and measures within the framework of the Wienerberger Sustainability Roadmap 2020 are summarized at the end of this chapter under “Targets and Measures Relating to Employees”.

Collection of Indicators

Tondach Gleinstätten has been a fully consolidated company of the Wienerberger Group since July 2014. Its structures for the collection of non-financial indicators were optimized in the course of 2014. Therefore, the indicators shown in this report include the figures for Tondach Gleinstätten only from January 1, 2015 onwards.

Employment Trends

Number of employees

In 2016, Wienerberger employed a workforce of 15,990 people (full-time equivalents), i.e. 1.1% more (177 FTEs) than in 2015. The highest increase in percentage terms was reported by Pipes & Pavers Western Europe (+4.8%) and Clay Building Materials Europe (+4.0%).

Employees

Ø Employees by operating segment (full-time equivalents)	2014	2015 ¹⁾	2016	Chg. in %
Clay Building Materials Western Europe	5,950	6,035	5,983	-0.9
Clay Building Materials Eastern Europe	2,397	4,184	4,350	+4.0
Clay Building Materials Europe	8,347	10,219	10,333	+1.1
Pipes & Pavers Western Europe	1,768	1,757	1,841	+4.8
Pipes & Pavers Eastern Europe	2,368	2,368	2,322	-1.9
Pipes & Pavers Europe	4,136	4,125	4,163	+0.9
North America	1,246	1,272	1,289	+1.3
Holding & Others	201	197	205	+3.8
Wienerberger Group	13,930	15,813	15,990	+1.1

1) This report includes the figures for Tondach Gleinstätten since the beginning of 2015 (included in the Annual Report since July 2014). All non-financial indicators were calculated on the basis of non-rounded values. Electronic data processing may result in rounding differences.

In percentage terms, the number of employees increased the most in administration, while the increase was nearly the same in all other functional areas.

In absolute terms, the number of employees increased most strongly in production (+82 full-time equivalents).

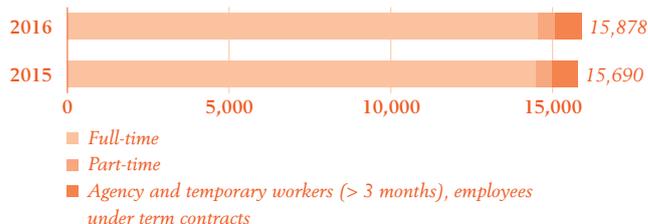
Ø Employees by functional area (full-time equivalents)	2014	2015 ¹⁾	2016	Chg. in %
Production	9,337	10,696	10,778	+0.8
Administration	1,245	1,404	1,462	+4.1
Sales (including marketing and inventories)	3,348	3,713	3,750	+1.0
Total	13,930	15,813	15,990	+1.1

1) This report includes the figures for Tondach Gleinstätten since the beginning of 2015 (included in the Annual Report since July 2014).

As at 31/12/2016, 92% of the total workforce employed by the Wienerberger Group worked full-time and 3% part-time. Temporary and agency workers who had worked for Wienerberger for more than three months without interruption as well as employees under term contracts accounted for the remaining 5%. A very small part of the work at Wienerberger is performed by staff legally defined as self-employed. Altogether, the breakdown of employees by type of employment contract has remained almost unchanged since 2015.

Employees by employment relationship

based on headcount



Employee turnover

Compared with the previous year, the rate of employee turnover (defined in note 1 in the following table) in the Wienerberger Group decreased from 9.2% in 2015 to 9.0% in 2016. The only exception was the Pipes & Pavers Europe Division, which reported an increase

in employee turnover from 11.5% to 14.0%, due to employees leaving the company and, to a minor extent, to restructuring measures. As in previous years, the figures of the North America Division are not fully comparable due to specific local legal provisions and are therefore again reported separately.

Employee turnover by operating segment ¹⁾ in %

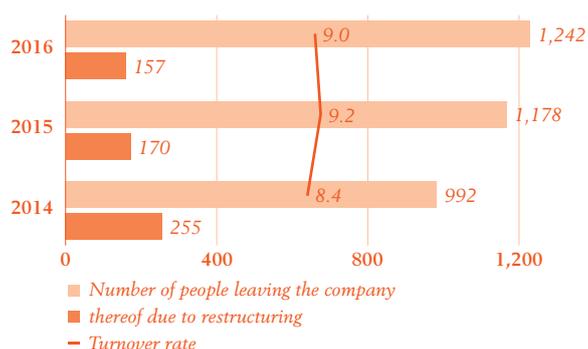
	2014	2015 ²⁾	2016
Clay Building Materials Western Europe	7.6	7.9	7.6
Clay Building Materials Eastern Europe	7.7	11.3	9.3
Clay Building Materials Europe	7.6	9.1	8.3
Pipes & Pavers Western Europe	8.5	6.8	7.8
Pipes & Pavers Eastern Europe	10.8	11.5	14.0
Pipes & Pavers Europe	9.8	9.4	11.2
Holding & Others	11.1	9.3	5.4
Total excluding North America	8.4	9.2	9.0
North America ³⁾	21.6	24.7	28.4

1) Ratio of persons leaving the Wienerberger Group (termination by employee or employer as well as mutually agreed termination) to average number of employees in permanent employment (headcount); excluding temporary and agency workers as well as workers under term contracts; persons retiring or on leave do not count as persons leaving the company. // 2) Tondach Gleinstätten included as of 2015. // 3) Figures not fully comparable due to special local legislation. Previously, the numbers of persons leaving the company in North America were reported including retirements; for reasons of consistency with the Wienerberger Group, they are now shown in a three-year trend, excluding retirements.

A total of 1,242 employees left the company in the year under review (headcount excl. North America Division, which is not fully comparable due to specific local legislation). Restructuring measures led to the elimination of 157 jobs in 2016. 1,085 employees –

195 women and 890 men – left the Wienerberger Group for other reasons. 579 of these employees were between 30 and 49 years of age; 230 were under 30 and another 276 were over 50 years of age.

Employee turnover excluding North America based on headcount

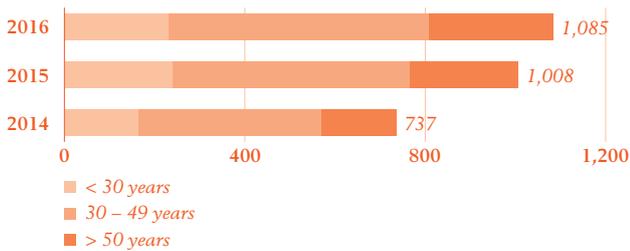


Employees leaving, excluding restructuring, excluding North America by gender based on headcount



Employees leaving, excluding restructuring, excluding North America by age

based on headcount



The average length of service with the company remains high at 13 years. We regard this as a strong vote of confidence in the Wienerberger Group by our employees.

Employee satisfaction

The employee survey launched at the Wienerberger Holding Company in 2015 was rolled out in Germany and Austria in cooperation with a competent partner in 2016. The degree of satisfaction of our employees at these locations was established on the basis of a set of criteria. The results, broken down by department clusters, were communicated to all employees at the locations concerned and further steps were initiated. By 2018, the employee survey will be rolled out to all country organizations of the Wienerberger Group and used as a basis for targeted measures to further improve employee satisfaction.

Occupational Health and Safety

Wienerberger takes its responsibility for providing safe and healthy working conditions for its employees very seriously. This focus was confirmed by the materiality analysis performed in 2014 as an aspect of special relevance in our value chain. All normal capex and standard maintenance activities are always carried out with the health and safety needs of our employees in mind. The

Wienerberger Safety Initiative, launched in 2010, implemented Group-wide safety standards aimed at reducing the frequency and severity of occupational accidents. In 2014, the existing standards were further developed for the entire Wienerberger Group and activities undertaken within the framework of the safety initiative were stepped up. As in the previous year, the implementation of this initiative was continued consistently throughout 2016. Moreover, each business unit implements its specific internal programs – with great success, as the accident frequency figures show. The safety measures taken by the individual business units are described at the end of this chapter under “Targets and Measures Relating to Employees”.

Accident frequency

Within the framework of Safety, Health and Education (SHE) reporting by the Wienerberger Group, all accidents that lead to a loss of at least one working day for the person concerned are recorded. We are happy to report that the frequency of accidents decreased in all operating segments in 2016. Accident frequency was reduced by 18% Group-wide. The Clay Building Materials Europe Division reported a reduction in accident frequency of almost 23%. In the Pipes & Pavers Eastern Europe segment, accident frequency was reduced by over 30%. We are consistently pursuing our zero accident target. We continue to cooperate intensively with our employees across all management levels. Our main focus is on drawing employees’ attention to potential sources of danger and on driving home the binding nature of safety rules and the use of personal protective equipment.

Accident frequency by operating segment ¹⁾	2014	2015 ²⁾	2016	Chg. in %
Clay Building Materials Western Europe	16.8	10.7	8.3	-22.8
Clay Building Materials Eastern Europe	9.4	6.6	5.1	-23.6
Clay Building Materials Europe	14.5	8.9	6.9	-22.8
Pipes & Pavers Western Europe	21.1	15.5	15.1	-2.6
Pipes & Pavers Eastern Europe	5.1	3.2	2.2	-30.6
Pipes & Pavers Europe	11.7	8.0	7.6	-4.8
North America	2.4	1.9	1.9	-2.5
Holding & Others	7.2	0.0	0.0	-
Wienerberger Group	12.3	8.0	6.5	-18.4

1) Number of occupational accidents / number of hours worked x 1,000,000; incl. agency and temporary workers (working for Wienerberger for more than 3 months without interruption) and employees under term contracts // 2) Tondach Gleinstätten included as of 2015. // General comment: All non-financial indicators were calculated on the basis of non-rounded values. Electronic data processing may result in rounding differences.

Accident severity

The severity of accidents, measured as the number of accident-related sick-leave days per million hours worked, also declined significantly throughout the Group in a year-on-year comparison from 209 to 177 (-15.5%).

The notable increase reported by the Pipes & Pavers Western Europe segment was primarily due to occupational accidents resulting in longer sick leave periods at Steinzeug-Keramo. In North America, an accident suffered by one employee followed by a long period of sick-leave led to an increase by 100%. The employee concerned has meanwhile returned to work.

Accident severity by operating segment ¹⁾	2014	2015 ²⁾	2016	Chg. in %
Clay Building Materials Western Europe	536	339	218	-35.9
Clay Building Materials Eastern Europe	258	201	165	-17.7
Clay Building Materials Europe	450	279	195	-30.0
Pipes & Pavers Western Europe	362	185	328	+77.3
Pipes & Pavers Eastern Europe	148	71	71	-0.7
Pipes & Pavers Europe	237	119	179	+50.4
North America	41	25	71	>100
Holding & Others	199	0	0	-
Wienerberger Group	340	209	177	-15.5

1) Number of occupational accidents / number of hours worked x 1,000,000; incl. agency and temporary workers (working for Wienerberger for more than 3 months without interruption) and employees under term contracts. All non-financial indicators were calculated on the basis of non-rounded values. // 2) Tondach Gleinstätten included as of 2015.

It saddens us to report that in 2016 one fatal accident each occurred in the Clay Building Materials Europe segment of the Wienerberger Group and in a 50% consolidated subsidiary. The victims were production workers, one in Austria and one in Germany. Wienerberger

deeply regrets these accidents. We have studied the circumstances of the accidents in great depth and have consistently pursued our measures aimed at increasing safety at work for our employees. We continue to work toward our zero accidents target for the entire Group.

Employees

Going beyond the Group-wide safety initiative, each business unit has implemented its own safety programs.

Clay Building Materials Europe (CBME)

- › CBME's Safety Management Department: Coordinates the implementation of the Safety Alert and Safety Award programs as well as the Safety Roadmap, and monitors compliance with safety standards
- › Health & safety standard with Division-specific minimum requirements regarding occupational safety and health protection
- › Safety Roadmap: A binding plan of action to increase occupational safety
- › Safety Alert: A standardized process of dealing with occupational accidents at all CBME production sites, documenting and communicating the cause of the accident, how it occurred and which measures were taken as a result
- › Safety Award: A distinction awarded for outstanding performance in the field of safety
- › Accident reduction targets: Serve as input factors for establishing the variable salary components of managing directors and plant managers

North America

- › At local level, a safety officer is appointed for each plant.
- › Monthly meetings on safety issues are held, which also clarify the reporting format between top management and the local management.
- › Safety targets to be reached within two years are defined for each production site.
- › Communication of safety issues

Pipelife

- › Responsibility for implementation of Pipelife's safety program lies with the Manufacturing Excellence Officer.
- › Programs aimed at observing employee behavior: Behavior Observation Program (BOB), Lock-out/Tag-out (LOTO) and 5 S (method to keep workplaces and their environment clean, safe and tidy)
- › 2016 safety awareness campaign "Take Care"

- › Safety app for early detection of potential hazards and for safety monitoring at the workplace
- › Zero Accident Club with Safety Award: A distinction awarded to local companies, depending on the number of accident-free months, and for special efforts in the field of safety
- › Safety audits in the plants performed by specially trained employees from other local companies with regularly alternating assignments
- › Safety Call: Thorough analysis of every accident resulting in sick leave within the framework of a telephone conference with all managing directors of the local organizations, leading to the identification of preventive measures for other production sites; the Pipelife Safety Portal, an online platform that can be accessed by all employees who have an email account, serves as a work and information platform.
- › Extensive industry benchmarking and exchange of experience within TEPPFA (The European Plastic Pipe and Fittings Association)

Semmelrock

- › Laboratory International coordinates the safety activities, supports awareness building among all employees through initiatives and training programs focusing on the observance of safety standards and measures to increase plant and equipment safety and reviews implementation of the safety strategy.
- › "Safety@Semmelrock": use of the "Accident Investigation Report Semmelrock" (AIRS document) to centrally document, analyze and communicate all accidents and/or incidents
- › "Safety Book" listing the principles of occupational health and safety
- › "Safety Day" for the exchange of information among plant and engineering managers
- › "Safety culture": Implementation of mission statements, award of premiums, and use of visual aids by the local companies
- › Technical safety optimization and risk analyses of production facilities

Steinzeug-Keramo

- › Responsibility for safety at Steinzeug-Keramo lies with the Safety Board, which is chaired by the Head of Operations and comprises plant managers, works council members and experts.
- › Steinzeug-Keramo implemented the DuPont™ STOP® (safety training observation program) in 2016 and organized training programs at all production sites, also for the management. Occupational safety counts for the attainment of variable remuneration targets of plant managers.
- › Plant optimization measures
- › Initial and further training sessions on occupational safety and hazard prevention, including specific safety instructions targeted at individual workplaces

Sick-leave days

The average number of sick-leave days per employee of the Wienerberger Group (excl. the North America Division) increased from 9.1 in 2015 to 9.6 in 2016. Due to specific local legislation, the increase in the number of sick-leave days in North America is not comparable with the figures from the rest of the Wienerberger Group.

Prevention is an important health-promoting factor. Besides regular health screenings, company physicians are available for consultation by employees; workplaces are analyzed for their ergonomic characteristics, and employees are encouraged to participate in programs promoting fitness and health. In North America, all full-time employees are covered by additional health insurance, the scope of which exceeds that of the Affordable Care Act (ACA) in some respects.

Sick-leave days per employee by operating segment ¹⁾	2014	2015 ²⁾	2016	Chg. in %
Clay Building Materials Western Europe	10.8	10.4	11.3	+8.1
Clay Building Materials Eastern Europe	7.3	7.6	7.8	+2.3
Clay Building Materials Europe	9.8	9.3	9.8	+5.6
Pipes & Pavers Western Europe	10.2	9.8	10.5	+7.8
Pipes & Pavers Eastern Europe	6.3	8.0	8.4	+3.9
Pipes & Pavers Europe	8.0	8.8	9.3	+5.8
Holding & Others	4.1	4.3	4.1	-5.2
Total excluding North America	9.2	9.1	9.6	+5.6
North America ³⁾	2.9	2.9	3.4	+18.0

1) Incl. agency and temporary workers (working for Wienerberger for more than 3 months without interruption) and employees under term contracts //

2) Tondach Gleinstätten included as of 2015 // 3) Figures not fully comparable due to special local legislation (regarding sick leave of employees)

Protection against respirable crystalline silica

Since 2008, the European Union has collected comprehensive data on respirable crystalline silica from all industries concerned. The survey is conducted every two years via NEPSI, a shared online platform (Negotiation Platform on Silica, www.nepsi.eu/nepsi). The NEPSI system collects data regarding potential hazards for employees, health checks, training, the distribution and

use of personal protective equipment, and technical measures, such as the enclosure of production lines concerned. In addition, Wienerberger collected data throughout the Group in 2014 for a first three-year Group-wide comparison. However, as the added value of the additional survey on respirable crystalline silica was not confirmed, Wienerberger decided not to perform another such survey in 2016. The most recent survey via

the NEPSI portal was conducted in 2015 and its results are shown in the 2015 Wienerberger Sustainability Update on pages 23 to 25.

Health, safety and human rights at our own clay pits

When we examined the supply chain within the framework of our materiality analysis, we first took a closer look at our own clay pits. Compliance with all rules on occupational safety and protection against health hazards is an absolute must at Wienerberger. This also applies to our clay extraction sites. Protecting workers from dust emissions and noise as well as avoiding occupational accidents are our top priorities.

Communication and Employee Involvement

It is our goal to further strengthen the values of our corporate culture through continuous communication measures and translate them into practice throughout the Group. We use a variety of communication channels and platforms to inform our employees about corporate targets and strategies as well as about current developments relating to our shared values: competence, passion, integrity and respect, customer orientation, entrepreneurship, quality and responsibility.

Communication measures used at Group level and in the individual business units to foster employee involvement include the following:

- › Group-wide Intranet
- › Social media; see our website at <http://www.wienerberger.com/social-media-presence-of-wienerberger-group.html>
- › Group-wide newsletters and video messages
- › Subject-specific newsletters and knowledge bases or app stores
- › Events and technical conferences

Industrial relations

The Wienerberger Social Charter, which confirms the company's commitment to compliance with the relevant conventions and recommendations of the International Labor Organization (ILO), was signed in 2001 by the

Managing Board of Wienerberger AG and the chairman of the European Forum, a social partnership body, in Strasbourg. Through this charter, Wienerberger demonstrates its global commitment to the respect of human rights, fair working conditions, payment of adequate remuneration, the avoidance of excessive working hours, permanent employment relationships and respect for the freedom of assembly and the right of employees to engage in collective bargaining.

The European Works Council (EWC) was established in 2011 as the successor to the European Forum. It addresses issues of European interest, such as strategy, investments, reorganization and streamlining measures. The goals of the European Works Council are to engage in constructive social dialogue and to facilitate networking among local bodies representing employee interests. Other important objectives of the European Works Council are to improve workplace conditions (protection of employees against hazards and implementation of safety standards) and to protect employees' health. The European Works Council also strives to ensure fair and just remuneration.

Currently, 11 countries are represented by 32 delegates. The steering committee of the European Works Council includes five elected delegates from Austria, the Netherlands, Germany and Poland. The European Works Council meets twice a year and the steering committee holds at least two meetings a year. The EWC and its steering committee are both chaired by Gerhard Seban, Chairman of the Works Council at the Hennersdorf plant in Austria and Chairman of the Central Work Council of Wienerberger Ziegelindustrie GmbH and the Austrian Group Works Council.

The Austrian Group Works Council, comprising employee representatives from all Wienerberger companies, was established in Austria in November 2013. Currently, it has ten members and meets at least four times a year, or more often, if required. Similar structures also exist in other European countries. Several employee representatives are members of the Supervisory Board of Wienerberger and, as such, closely involved in the

strategic development of the Wienerberger Group. Colleagues in North America are represented by their trade union; a works council has been installed in Canada.

Employees in Europe as well as in non-European countries are covered by a broad range of provisions, such as collective bargaining agreements, wage agreements, laws and regulations, trade-union agreements, plant agreements or individual agreements.

Initial and Further Training and HR Development

At Wienerberger, we believe in advancing and supporting our employees in a targeted fashion and in facilitating the cross-border exchange of knowledge. The figures shown include internal and external initial and further training measures. The average number of hours per employee spent in training decreased from 15.5 in

2015 to 12.7 in 2016 (-18%), as there were fewer local initiatives. The downward trend did not apply to safety training. In particular, training within the framework of our safety programs enjoys a high priority and is being consistently implemented.

The following table, broken down by operating segment, does not include international training events and on-the-job-training. International training measures include Group-wide programs, such as Ready 4 Excellence or the Leadership Journey, which are organized centrally and financed by the holding company. In contrast to the local initiatives, international training programs were stepped up and the number of hours per employee spent in such training increased by 55.9% over the previous year's level. Including international training events and on-the-job training, the number of hours per Wienerberger employee spent in training amounted to 13.3 in 2016.

Training hours per employee and year by operating segment ¹⁾	2014	2015 ²⁾	2016	Chg. in %
Clay Building Materials Western Europe	16.0	15.2	14.6	-4.2
Clay Building Materials Eastern Europe	15.2	15.6	10.6	-31.6
Clay Building Materials Europe	16.0	15.3	12.9	-15.9
Pipes & Pavers Western Europe	11.2	10.7	13.8	+29.3
Pipes & Pavers Eastern Europe	12.8	16.7	7.5	-55.0
Pipes & Pavers Europe	12.0	14.0	10.4	-25.8
North America	12.0	22.7	12.8	-43.4
Holding & Others	15.2	13.9	50.5	>100
Wienerberger Group	14.4	15.5	12.7	-18.0

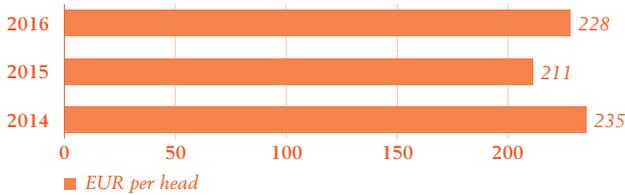
1) Internal and external initial and further training measures; number of hours per employee. International training events and on-the-job training not included in this table. The figures shown for 2014 are rounded values, whereas the figures for 2015 and 2016 have not been rounded. // 2) Tondach Gleinstätten included as of 2015

We are convinced that investments in the development of our employees generate added value for Wienerberger. The average training expenses per employee in 2016,

including international training programs, amounted to € 228, which corresponds to an increase of € 17 per employee over the previous year's value.

Average training expenses per employee

based on headcount



All Wienerberger training programs are designed to promote networking and facilitate international knowledge transfer. They are aimed at providing training that is tailored to the employees' specific areas of work and foster long-term succession management. As in previous years, initiatives aimed at advancing and supporting employees in a targeted fashion and facilitating the cross-border exchange of knowledge were taken in 2016. The following are two examples:

Ready4Excellence as a cross-divisional further training measure: This is a Group-wide program consisting of four modules for international key employees. Its contents and tools are designed to promote professionalization and the targeted implementation of the Wienerberger strategy across all countries. Intended to support personality development and the continuous development of the corporate culture, the program also focuses on communication and the importance of a feedback culture.

Pipelife University, Lean Six Sigma and Pipeschool: The Pipelife University is a training facility for all Pipelife employees covering a broad range of topics. As in previous years, its focus in 2016 was on the implementation of Lean Six Sigma. The objective of Lean Six Sigma is to deliver qualitatively faultless products and services that completely and profitably meet customers' needs. In 2016, 69 Lean Six Sigma projects were successfully completed.

The Pipeschool is an online learning platform that offers lessons on Pipelife in general, Pipelife products, 5S (a method of keeping workplaces and their environment clean, safe and tidy) and visual management (organization and communication concept).

Diversity and Equal Opportunities

The principles of human resources management at Wienerberger ensure that all employees, regardless of age, gender, culture, religion, origin or other diversity features, have the same rights and opportunities. Based on these principles, Wienerberger does not tolerate any form of discrimination. Since the beginning of data collection on possible cases of discrimination, no such incidents have been reported.

Our values include integrity and respect. As an international Group, we respect local cultures and make sure that they are adequately represented among our workforce. We regard regionally recruited teams as a crucial factor of success. In our human resources planning, we therefore make every effort to employ local staff and executives (e.g. as plant managers and managing directors), which enables us to gain a better understanding of the local market and to consider the specificities of the region in decisions taken at Group level. The international character of the company is strengthened through a system of job rotation, which enables people to gain new insights in various fields of work. Wienerberger's corporate and cultural identity is characterized by cultural diversity and decentralized structures.

Gender

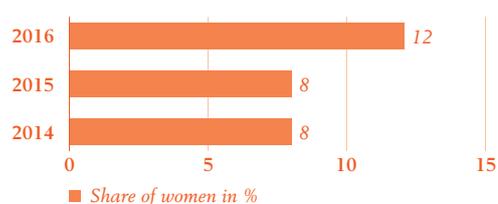
As at 31/12/2016, the total percentage of women employed by the Wienerberger Group was 13.6%, i.e. slightly above the previous year's value (+0.1%). The percentages of women in the individual functional areas remained almost unchanged.

Percentage of women by functional area ¹⁾		31/12/2014	31/12/2015 ²⁾	31/12/2016
Headcount	<i>headcount</i>	1,845	2,115	2,155
Production	<i>in %</i>	4.3	4.1	4.2
Administration	<i>in %</i>	45.9	48.1	48.1
Sales (incl. marketing and inventories)	<i>in %</i>	24.2	24.3	24.1
Total	<i>in %</i>	13.5	13.5	13.6

1) Agency and temporary workers and employees under term contracts not included // 2) Tondach Gleinstätten included as of 2015

Share of women in senior management

based on headcount



In 2016, 12% of senior management positions were held by women, a significant increase over the previous year's value of 8%. We continued to adhere to our policy of giving preference to women for new appointments to

senior management and executive positions, provided the candidates' qualifications were equal. One specific measure to increase the number of women in senior management and executive positions at Wienerberger is to enable women to embark on suitable career paths at an early point in time.

We collect data not only on the percentage of women in the functional areas, but also on the number of newly recruited women and on those working part-time. On the basis of these indicators, we can take a more differentiated approach in human resources management in order to position ourselves as a family-friendly company and to define appropriate quantitative targets for the future.

Number of new entrants by gender and functional area ¹⁾

Headcount as at 31/12/2016

	Women	Women in %	Men	Men in %
Production	64	4.7	1,303	95.3
Administration	92	55.8	73	44.2
Sales (incl. marketing and inventories)	118	26.9	320	73.1
Total	274	13.9	1,696	86.1

1) Incl. agency and temporary workers (working for Wienerberger for more than 3 months without interruption) and employees under term contracts

In 2016, the number of new entrants was 1,970, i.e. 208 more than in 2015. The number of women among the new entrants rose from 234 to 274, the number of

men from 1,528 to 1,696. The percentage of women among the new entrants increased from 13.3% to 13.9%.

Employees

The reconciliation of work and family life is an issue of special concern to Wienerberger. We therefore offer our employees the possibility of working part-time. This offer is being taken up by a growing number of female as well as male employees. The percentage of Wienerberger employees working part-time increased slightly from

3.4% in 2015 to 3.5% in 2016. The percentage of women in part-time employment amounted to 16.8% in 2016, up from 15.3% in 2015, while the percentage of men working part-time decreased slightly from 1.5% in 2015 to 1.4% in 2016.

Number of women and men working part-time Headcount as at 31/12/2016

	Total	Of which part-time	Part-time in %
Women	2,057	345	16.8
Men	13,005	177	1.4
Total ¹⁾	15,062	522	3.5

1) Percentage of employees with permanent employment contracts

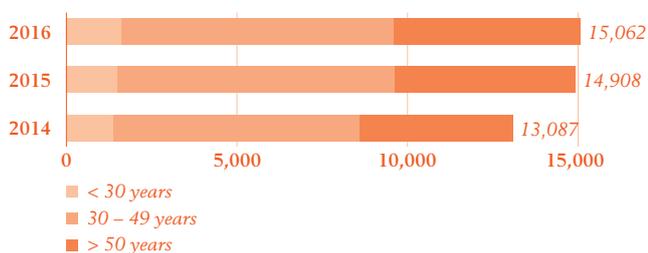
Age

As in previous years, the long average length of service with the company was reflected in the age structure of the workforce in 2016, which hardly changed in comparison with 2015. In 2016, 53% (-1%) of our employees were between 30 and 49 years of age. 11% (+1%) were younger than 30 and 37% (+1%) were older than 50.

In this context, we pay special attention to Group-wide training and development measures for young employees as well as to long-term succession management. In order to ensure continuity in positions that are critical for Wienerberger's success, we have defined key positions for which succession plans are to be prepared. At the same time, we identify internal talents and high-potential employees and gradually prepare them for succession to key positions through targeted training measures. Through this process, we ensure that critical key positions can be filled with the right people at the right time and in line with our corporate culture.

Employees by age

based on headcount



Targets and Measures Relating to our Employees

The targets and measures described in the following were defined by the Managing Board of Wienerberger AG and the management of the individual Wienerberger business units on the basis of the materiality matrix developed in 2014. They are part of the Wienerberger Sustainability Roadmap 2020.

The data on North America shown below do not include the Pipelife site in North America. The data on Pipelife include the Pipelife production site in North America.

Safety of our employees

At Group level

Quantitative target

- › The long-term target is zero accidents in the Wienerberger Group.
-

Clay Building Materials Europe

2016

- › The management of the Division communicated a binding Policy Statement to the managing directors of all local organizations, which clarifies the obligatory requirements to be met and underlines that the health and safety of all employees is a matter of top priority.
- › A health & safety standard with specific minimum requirements to be met by the Division was elaborated.
- › The Safety Roadmap, a binding plan of action to improve occupational safety, was completed and implemented in the Business Unit.
- › The Safety Alert and the Safety Award programs were continued; occupational safety was addressed as a priority issue, e.g. within the framework of the internal Technical Conference.

2017

- › The requirements of the health & safety standard and the measures and instruments prescribed by the standard will be rolled out to the local companies and compliance with the standard will be audited.
 - › The activities provided for by the Safety Roadmap will be implemented.
-

North America

2016

- › Monthly meetings on safety issues were held and the reporting requirements between the top management and the local management were clarified.
- › A safety officer was appointed at local level, whose mandate also includes communication on safety matters.
- › Safety targets for the coming two years and measures to achieve these targets were defined for each production site.

2017

- › The processes outlined above are being continued.
-

Pipelife

2016

- › Alongside an extensive industry benchmarking exercise, all safety-related measures and programs were continued consistently: the Safety Call, incl. accident reports and accident analyses, safety audits, 5 S (a method to keep workplaces and their environment safe, clean and tidy), the Zero Accident Club, and programs aimed at observing employee behavior, such as the Behavior Observation Program (BOB) and Lock-out/Tag-out (LOTO).
 - › The “Take Care” campaign was rolled out: All Pipelife production sites were provided with a uniform set of material: brochures, warning signs and stickers for machinery and equipment in the local language, containing safety instructions for employees and visitors touring the plant.
-

Safety of our employees

Pipelife

2016

- › The Pipelife Safety Portal, a centralized online platform for exchanges on safety issues within the Pipelife Group, remained operational. All guidelines on the Group's minimum safety standards as well as information on current measures and programs can be accessed via this platform. It also includes a compilation of all written accident reports, complete with detailed analyses and recommendations for other organizations.
- › Within the framework of the Zero Accident Club, the organization reporting the longest accident-free period was honored with the Pipelife Safety Award for the year 2015.

2017

- › The processes outlined above are being continued.
-

Semmelrock

2016

- › The Safety Policy was adopted and confirmed by the Senior Country Management of the country organization.
- › The Safety Book was completed and its rollout was started.
- › Safety competence teams were set up and started their activities in the plants.
- › The "Accident Investigation Report Semmelrock" (AIRS) system and an internal communication platform continued to be used.

2017

- › The Safety Book will be translated into all local languages of the Semmelrock production sites and the rollout of its contents will be completed through workshops and training programs.
 - › The "Safety@Semmelrock" program will be continued, production processes will be optimized through technical safety measures and plant safety will be enhanced.
 - › The "Accident Investigation Report Semmelrock" (AIRS) system, with improved accident analysis and a focus on the cause(s) of accidents, and an internal communication platform will remain in use.
 - › A safety improvement plan will be drawn up for each plant; measures to enhance safety will be documented, prioritized and implemented over a period of three years, depending on the availability of resources.
-

Steinzeug-Keramo

2016

- › DuPont™ STOP® (safety training observation program) was implemented at all three production sites.
- › External audits were performed by DuPont™.
- › Risk analyses were performed at production workplaces.

2017

- › DuPont™ STOP® (safety training observation program) will be continued at all three production sites.
 - › Further audits will be performed by DuPont™.
 - › Risk analyses will be performed at production workplaces.
-

Health of our employees

At Group level

2016

- › Based on new and more highly differentiated information, the strategy for the protection against respirable crystalline silica was evaluated; it was decided not to continue the current practice of annual collection of data on exposure to respirable crystalline silica.

2017

- › It goes without saying that the measures taken to protect our employees from respirable crystalline silica are being continued.
-

Clay Building Materials Europe

2016

- › The issue of protection against respirable crystalline silica was included in the health & safety program.
- › New core indicators relating to the protection from exposure to respirable crystalline silica were defined; the process has not yet been completed.

2017

- › Work on the definition of new core indicators relating to the protection from exposure to respirable crystalline silica is being continued.
 - › Based on the core indicators defined, new initiatives and measures will be evaluated.
-

North America

2016

- › Protective measures were taken for employees potentially exposed to respirable crystalline silica and reduction standards were elaborated; programs already introduced were continued.
- › Additional health insurance coverage was provided for all full-time employees of North America, the scope of which goes beyond the provisions of the Affordable Care Act (ACA) in some respects.

2017

- › The aforementioned initiatives regarding the measurement of respirable crystalline silica are being continued.
 - › All full-time employees of the North America Division will continue to be covered by additional health insurance, the scope of which goes beyond the provisions of the Affordable Care Act (ACA) in some respects.
-

Semmelrock

2016

- › The concentration of particulate matter at the workplace was regularly monitored by external experts and observance of legal limits was confirmed.
- › The evaluation of psychological stress at the workplace was started at a local company.
- › Further health-related measures were implemented at a newly built plant through the installation of filter systems.

2017

- › The processes outlined above are being continued.
-

Health of our employees

Steinzeug-Keramo

2016

- › All fields of work were analyzed for potential exposure to respirable crystalline silica.
- › Technical equipment for the reduction of respirable crystalline silica was further optimized.

2017

- › The measures aimed at protecting employees from respirable crystalline silica are being continued.

Communication and employee involvement

At Group level

2016

- › The rollout of the new Intranet (iComm) to all business units and their local companies, aimed at improving employee communication and interaction, was started.

2017

- › The rollout of the new Intranet (iComm) to all business units and their local companies will be completed.

Employee satisfaction

At Group level

2016

- › Corporate Human Resources organized an employee survey in order to evaluate employee satisfaction at the local companies in Austria and Germany and developed a set of measures on the basis of the results obtained. The employee survey, which was conducted by external partners, was started at the Wienerberger holding company in 2015.

2017

- › Such evaluations will be performed in additional local companies. The employee survey covering the entire Wienerberger Group is to be completed by 2018.
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