

# FOCUS

ON SUSTAINABILITY



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### About this report

This Sustainability Report in conjunction with our Annual Report discloses our sustainability-related performance for the financial year ended 30 June 2018 for the activities of businesses units that form the Fletcher Building Group. It does not endeavour to report on all sustainability activities within the Fletcher Building Group but intends to give you an oversight of how the business is the undertaking a review of operations and re-focussing on sustainability and highlighting some areas of business activity during FY18.

For further information and reporting please see the Fletcher Building 2018 Annual Report or the Fletcher Building website [www.fbu.com](http://www.fbu.com)

### Cover image:



**City Edge Alliance team  
protecting indigenous copper  
skinks on the Hamilton Section  
of the Waikato Expressway**

## Sustainability Highlights

# 1 April

Day Mico went plastic bag free

# 5

National awards won for our diversity programmes

# 54

Māori graduates of our Whakatupu Programme

# 19,500

Employees who have been through the Protect Fundamentals safety course since June 2017

# 37

Years Fletcher Building has been taking part in Auckland's Round The Bays

# 50

Graduates employed into permanent positions

# 1000+

Totara planted on one project

# 400+

Firth trucks fitted with new safety equipment

# 632

Fletcher Building employees received support to advance their education

# 0%

Increase in emissions



Safety TRIFR\*

# 5.1

2017 6.9 ▼ 26%



Employee engagement

# 70%

2017 67% ▲ 3 pts



Customer Net Promoter Score

# 33

2017 26 ▲ 7 pts

\* Total Recordable Injury Frequency Rate



# CEO's letter

**Sustainability –  
smart thinking,  
simply delivered.**



Fletcher Building's approach to sustainability is shaped by our company values and guided by the belief that by working with our stakeholders – our people, customers, communities and shareholders, we can have a positive impact on the world around us.

Sustainability is a critical driver of our business performance, and a key part of our long term decision making and capital investment planning. Our goal is for Fletcher Building to be an industry leader in sustainability. To do this we have invested in a dedicated central sustainability team. We have also added sustainability measures into our business unit reporting, and currently focused on defining our material issues. In FY19 we will develop a sustainability strategy and targets, supported by more detailed reporting on our year-on-year progress in the future.

Through FY19 we will also work to further our award winning diversity and leadership programmes and improve our environmental reporting and performance. We remain focused on improving safety, and continue to embed our safety programme Protect. A key focus for our businesses is how they can design, manufacture, build and maintain our built environment with sustainability at the core.

Climate change and our ability to adapt to its impacts forms a significant part of Fletcher Building's sustainability focus. We need to take a well-considered and planned approach to climate change if we are to minimise our impacts. This is something we will develop over time as we review our resources, suppliers, products, delivery methods and construction projects with climate change in mind.

Over the coming years we will be implementing carbon reduction initiatives across many of our businesses. Fletcher Building has a significant emissions profile, mainly through our cement and particleboard operations. This presents a challenge as the emissions reducing innovation and technology needed to mitigate our impact is still in its infancy. However we are investing in new technology to reduce emissions where it exists, and keeping a close watch on developing solutions.

In addition, we are reviewing how we manage our natural capital and the impact we have on the physical environment. We believe we can do more to protect our surroundings through resource stewardship programmes and better waste management.

Fletcher Building takes its place in New Zealand's and Australia's future seriously, and we are committed in our responsibility to protect the environment, invest in our people, deliver for our shareholders and customers. We are also dedicated to supporting the communities in which we operate, and will work over time to reduce our carbon footprint.

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke, representing the signature of Ross Taylor.

**Ross Taylor**  
Chief Executive Officer

# Sustainability

**To deliver long-term value to our shareholders, sustainability must be at the heart of how we do business.**

At Fletcher Building sustainability is about *how* we do business.

It is about ensuring the sustainability of our business and the economic contribution we make; it is about preserving and protecting our natural environment and resources; it is about contributing positively to collective efforts that address relevant social issues in our communities; and it is about robust business governance.

Our commitment to sustainability is focussed on:

- Delivering shareholder value.
- Working together to protect the environment.
- Reducing the impacts associated with our manufacturing, construction, and extraction operations.
- Reducing the impacts associated with the distribution and use of our building materials.
- Building leadership capability.
- Supporting and investing in the communities in which we operate.
- Managing health and safety risks across our business.
- Working collaboratively with central and local government stakeholders and partners to facilitate employment or training opportunities for youth.
- Having workplaces that strive to provide development opportunities for our people, focussed on high engagement and high performance.
- We are committed to maintaining transparency with all our stakeholders by reporting on our sustainability initiatives and performance annually.

# People



We recognise that our people are the reason we can do what we do. Our purpose, vision and values ensure that our people are inspired, engaged and empowered. It is this that guides our behaviours and shapes our culture.

Our people strategy is all about creating a culture that encourages teamwork, innovation and puts safety at the heart of everything we do. We believe that recruiting and retaining the right people is fundamental to being able to deliver the best products and services to our customers and building a workplace that motivates our people.

## OUR VISION:

**To be the undisputed leader in New Zealand & Australian building solutions with products & distribution at our core.**



## OUR VALUES:

### Be Bold

We innovate and take calculated risks to drive business for our shareholders, customers, communities and employees.

### Play Fair

We are honest and respectful in our relationships with fellow employees, customers and the community.

### Better Every Day

We seize opportunities to improve regardless of how big or small they may seem.

### Customer Leading

Without customers and clients, we don't have a business – it's as simple as that. Customer leading is about being ahead of the game for our customers, every single day.

### Better Together

We harness our diversity, collaborate and share. We think and act as Fletcher Building teams.

#### EMPLOYEE ENGAGEMENT

We run a confidential employee engagement survey, FBU Say, across Fletcher Building. Our Group engagement score improved three percentage points from last year to 70%, which is on par with our industry peers for this type of survey (70% for a composite of manufacturing, heavy building products and retail sectors). This continues the improvement in engagement we have experienced from a score of 63% for the inaugural company-wide survey in 2014.

To support employee engagement we place a high priority on providing them with the skills, systems and support they need to meet their personal and professional goals. This year's results showed increases in people finding a sense of achievement in their work and in our focus on safety, an area that has been a particular focus.

In future years we will seek to drive engagement above 80%, which will put us in the upper quartile of our industry.

Employee engagement  
Survey – FBU Say 2018



# 70%

An improvement of 3 percentage  
points since 2017

# 3.0

#### DIVERSITY

We recognise the importance of diversity. Diversity drives creativity and innovation, better decisions, employee attraction and engagement and helps us better understand our customers. Ultimately, diversity is good for financial performance too.

Over the year the organisation has been active in supporting Māori in the workplace through Whakatupu our Māori leadership development programme, celebrating Māori language week and hosting our first Matariki celebration day where we revealed our Fletcher Building pepeha.

We have a number of initiatives aimed at recruiting and supporting younger workers and those new to the workforce. We support youth and those new to the workforce through our award winning Switch Up recruitment platform, Connect mentoring and development programme and through our multiple graduate programmes.

Our business takes great pride in its commitment to a safe and supportive workplace for LGBTI+ employees. Our Pride network was formed in 2015 and has grown significantly in the three years since. Pride month is a much anticipated event in Fletcher Building's calendar. This year's activities included:

- Principal sponsor of the Auckland Pride Festival.
- Ongoing accreditation from Rainbow Tick NZ.
- Two show-stopping mirror ball and rainbow-wrapped Firth concrete trucks in the Auckland Pride Parade, with the latter delivering concrete throughout Auckland in February. Around 200 of our people marched in the parade.
- An open day for our people to learn about Fletcher Building Pride and the Rainbow Tick.

Fletcher Building is proud to lead industry change by being the first construction and building materials company to gain the Rainbow Tick. This gives our LGBTI+ community the assurance that they can bring their wholeselves to work each day, supporting their employee engagement. Our FB Pride team promotes inclusivity initiatives and education in the industry.

#### LEARNING AND DEVELOPMENT

Fletcher Building offers world-class programmes in leadership, health and safety, salesforce effectiveness, operational excellence, and customer excellence.

In FY18, participants through our courses reached a new record of over 38,000 – with many people attending more than one training programme during the year. Through our Learning Academy we offer five tailored leadership programmes for our emerging leaders and to upskill those already in leadership positions. During the course of the year a total of 953 employees completed these programmes, supporting their development so they can be effective leaders and create an environment where people thrive in their careers.

Our online safety training module, Protect Fundamentals, launched this year and was successfully delivered to approximately 19,500 of our people around the world. Other Protect training modules, such as leadership and compliance, were delivered to more than 11,000 employees.

In line with our Customer Leading value, the Learning Academy provided targeted programmes in sales and customer service excellence, which were completed by 610 and 882 people, respectively.

Additionally, 550 people in our manufacturing and supply chain operations are working on their National Certificate in Competitive Manufacturing and Supply Chain.



## Switch Up

Our online recruitment platform Switch Up, that helps school leavers and people transitioning from unemployment into the workforce, won the Tomorrow's Workforce Award at the 2018 Diversity Awards NZ.

We know that having a diverse range of people is good for creativity and innovation, and it helps us make better decisions. Switch Up is proving to be a great way to bring young people and previously unemployed people into our business.

To breakdown the barriers for first time job seekers or unemployed youth, as applicants don't need a CV or cover letter with Switch Up. Instead job seekers create a simple profile and indicate their interest in a job grouping. The job descriptions are replaced by videos of current young employees in real jobs, and job interviews are replaced by open days at our businesses.

After the programme's early success, we are now focussed on expanding its impact. As a major New Zealand employer, we are in a unique position to help tackle New Zealand's unemployment issues in a new way, as well as bringing more young people into our business.

“

We know that having a diverse range of people is good for creativity and innovation, and it helps us make better decisions. Switch Up is proving to be a great way to bring young people and previously unemployed people into our business.

**Rochelle Grant**

Switch Up  
Programme Manager



📷 Switch Up team and first recruits at the Diversity Works Awards



# Health and Safety



Recycled glass is melted down at Tasman Insulation to make Pink® Batts®

The health and safety of our people is paramount. There are multiple hazards associated with our industry from kilns operating at over 1200°C, to working at height and operating heavy machinery or with hazardous materials.

We are dedicated to building a culture where our leaders and our people work together to drive health and safety improvements throughout every aspect of our operations.

It was pleasing to see our total recordable injury frequency rate (TRIFR) reduced from 6.9 in FY17 to 5.1 in FY18 and serious incidents reduced from 33 in FY17 to 21 in FY18. This is an encouraging trend but still too high.

We want to drive TRIFR below five across all our businesses. We are working to achieve this through our Protect safety programme, and the introduction of a new real-time risk and incident management tool, Radar.

Since Protect was launched in June 2017, approximately 19,500 employees have been through the Protect Fundamentals course and 1,000 leaders have completed a two day safety leadership training course. This promotes a culture of safety and develop safety leadership right across the group.

Radar monitors and manages our risks, incidents, walks, observations, inspections, audits and associated actions through the tracking of over 100,000 records per year. Its launch included over 500 hours of administrator training, in addition to the local training and support that was provided to all employees.

Fletcher Building announced its five year strategy in June 18. To reflect the importance of safety, a chief health and safety officer now reports directly to the chief executive officer. They are charged with the development and implementation of a five year safety strategy. It aims to improve our understanding, management and monitoring of critical safety, occupational health and environmental risks.

Total Recordable Injury Frequency Rate (TRIFR)

# 5.1

2017 6.9 ▼ 26%

# 19,500

Employees have been through the Protect Fundamentals course since its launch in June 2017



Radar – a new real-time risk and incident management tool used across the business

## Getting a better view

Brian Perry Civil is using virtual reality technology to get a better view of safety risks.



📷 The 360 degree view on safety and productivity

In an innovative move, Brian Perry Civil has been developing the use of a 360 degree camera, to increase the amount of information gathered on safety walks. Recordings of a site are made during site walks, and turned into a virtual reality experience. The technology helps safety experts identify hard to see or blind spot areas on sites and then share those insights with employees, contractors and visitors.

The innovative application of new technology is enabling Brian Perry Civil to gain better health and safety oversight and improved governance on its projects.

The technology has now been used on six sites in Auckland, Hamilton and Wellington



# Climate Change and Emissions

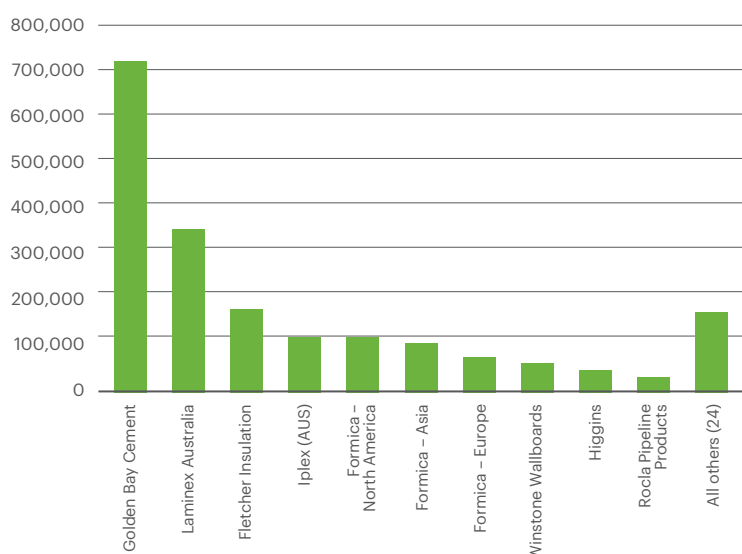
Addressing climate change is one of the biggest challenges of this century and we support the New Zealand Government's ambition to move to a low emissions economy.

The board recognises that Fletcher Building needs an overarching sustainability strategy to inform how we address climate change and work with Government, industry and the community to reduce emissions. We need to continually review what impact climate change will have on our operations, clients and customers and its broader impact on society. The development of this strategy and associated emissions targets will be a focus in FY19.

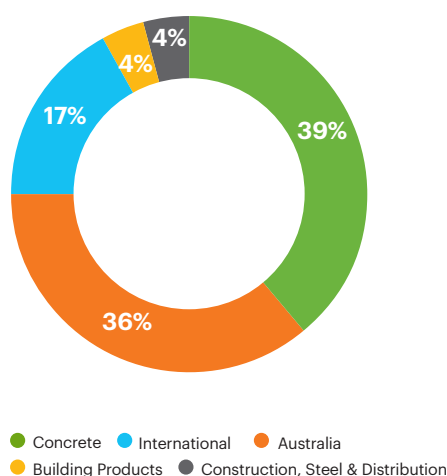
Fletcher Building has previously had an ambition to reduce emissions by 10% by 2020. This was primarily focussed on improvements at Golden Bay Cement (GBC) and our other highest emitting operations in Australia. In the last financial year Fletcher Building's CO<sub>2</sub> emissions were 2,089,576t compared to 2,089,471t. This includes the Higgins business for the first time and doesn't reflect the increase in production and operational activity across our manufacturing and distribution divisions. We recognise our current target is not enough and are in the progress of setting new emissions targets, which we will include in the FY19 sustainability report.

Cement production is an inherently carbon intensive process, primarily driven by the base chemical reaction resulting from the decarbonisation of limestone. This contributes around 70% of the carbon emissions created from cement production. The combustion of thermal fuels is a secondary contributor to carbon production and contributes to the other 30% of our emissions footprint. With current technology, initiatives to reduce carbon emissions from cement production are largely limited

**Largest carbon emitters (tCO<sub>2</sub>e)**



**Scope 1 and 2 Emissions by Division (tCO<sub>2</sub>e)**



to the reduction of thermal fuels. Or, in other words, currently GBC is only able to address 30% of its carbon emissions. GBC is continuing to progress carbon reduction initiatives through using alternative fuels such as biomass, tyre-derived fuel and the exploration of natural gas.

GBC, like other cement manufacturers globally, continues to investigate and monitor technologies to reduce emissions that are created through the

base limestone chemical reaction – however this is a longer-term approach, and relies on advancements in technology to be achievable.

The emissions for our Australian operations are primarily driven through energy consumption and we are working with our energy providers, focussing on efficiencies to reduce our operational emissions and investigating alternate energy sources.

\* Scope 1 emissions are direct emissions from owned or controlled sources. Scope 2 emissions are indirect emissions from purchased energy. Data has not been externally assured.

## Thames community grateful vital road has been reopened

The impacts of climate change have become evident in recent years, and we have helped communities rebuild following devastating weather events.

In January 2018 significant sections of the Thames Coast Highway were damaged during a severe storm. Sections of the road were washed away, isolating communities and stranding holiday makers.

The Higgins NOC maintenance team, responsible for the highway, responded immediately. The team drew on resources from across a number of Higgins operations, in Auckland, Hamilton, Rotorua, Tauranga and Taupo, to re-open the road.

**70,000** : **0**  
Hours worked : Serious injuries

Restoration work to rebuild and strengthen the highway included:

- 70 rock walls completed equating to 7km of new walls, using 110,000 tonnes of rock boulders
- 40,000m<sup>2</sup> of new pavement constructed
- 41 culverts replaced and four new crossings installed
- 70,000 man hours
- 0 serious injuries

Higgins worked closely with the NZ Transport Agency, Thames-Coromandel District Council and the local community to restore the road quickly and to a high standard. Mayor Goudie expressed her gratitude for the efforts put in by the team and the quality of the end result.



📷 Large sections of the Thames Coast Highway were washed away during the January 5 storm, leaving communities cut off and holiday makers stranded



# Product Sustainability and Innovation



📷 Fletcher Living panelised duplex trial at Hobsonville Point

Customers are also increasingly focussed on sustainability when making their purchasing choices. To remain the business of choice, Fletcher Building needs to innovate and develop more sustainable products, and have a more sustainable approach to the construction of homes, infrastructure and buildings.

As part of Fletcher Building's strategy announced in June, we have set up an innovation business focused on developing future solutions. Many of our businesses have sustainability rated products, and others are working to achieve green certifications. However, to make a real difference we need to invest further to reduce our environment impact – particularly in the areas of manufacturing, construction and

infrastructure – which is a key focus of the innovation team.

Over the last year we have continued to invest in a housing panelisation solution as an innovative way to help address New Zealand's housing shortage. Fletcher Living successfully trialed New Zealand's first quick-build of five panelised terraced homes, following the successful trial of two panelised duplexes last year.

The use of integrated design software based on a Designed for Manufacture and Assembly (DfMA) approach, efficient use of materials, and state of the art equipment all reduce the volume of materials and increased efficiency of production. Transport to the site is reduced – the home arrives in four or five consignments using purpose built trailers and lifting gear.

Fletcher Building is investing in a new panelisation manufacturing site which will initially produce around 500 houses a year, due for completion in 2019. Further expansion of the plant is possible to meet expected demand.



📷 Detail of Declare product label

## Foundations with the X-Factor

Firth has looked to the future when developing next generation RibRaft® Foundation system.

Fundamental to the design and performance are:

- the use of a more sustainable material
- dramatic minimisation of on-site waste
- greater ease of transportation and reduced storage on-site
- efficiency improvements in reduced installation times.

The result is the game-changing, innovative and patented technology Firth RibRaft® X-Pod®. The X-Pod® foundation system provides home builders, specifiers and home owners with a more sustainable offering compared with the traditional polystyrene foundation void-formers and can be specifically

designed to suit the majority of NZ soil conditions.

The X-pod® void formers, called X-pod,s are manufactured from 80% recycled material and are designed to be stacked one inside the other, which vastly reduces storage footprint and is easily transportable. Pods for a 180 square meter home can be delivered on a single axis trailer, making it easier for delivery to site and reduces cost in transportation. The equivalent material currently used in would require an area comparable to a 40ft container.

Designing for an easy installation was important to customers. The design incorporates a unique X-Pod® Kesytone® clip which

locks the X-pods together and also secures the reinforcing steel. Due to the unique connection system the X-pods remain in place when installing in windy conditions and during concrete pours.

Following a successful trial in 200 homes over the past 12 months Firth's RibRaft® X-pod® foundation system has proven to be an installers favourite. It also enables a cleaner worksite with no more polystyrene fly-aways; and due to the design with adjustable X-Pod® extenders it can fit varied foundation shapes without the need to cut polystyrene which would end up in a landfill.



📷 RIBRAFT® X-POD®

Each pod weighs less than 3kg.  
Easily handled by one person on site.





# Our Environment

As Fletcher Building is a diverse business, our potential environmental impacts and opportunities vary significantly. Our Environmental Policy outlines our potential environmental impacts which can be found on our website.

Fletcher Building's recently appointed group environmental manager will develop a group-wide environmental strategy in FY19. It will include environmental targets and a reporting framework.

Dedicated sustainability and environmental managers, which sit within many of our businesses, review environmental impacts and risks, and oversee initiatives to reduce our

impact. Quarrying, manufacturing and construction can all have an impact on land, air, water, biodiversity and the communities we live in. We have a number of biodiversity projects underway as part of our consenting requirements or community investment initiatives.

During the year we have been working with our waste management suppliers in New Zealand and Australia to improve waste reporting. This will help improve our waste reduction efforts, and highlights areas of future focus.

We are reducing single use plastic use for wrapping products. Mico removed the use of single use plastic bags in April followed quickly by PlaceMakers and Iplex NZ have reduced plastic wrapping by 30%.

“

We are focussed on reducing plastic used for wrapping products.

 Fletcher Construction sponsored planting morning in collaboration with Friends of the Otaki River and the local Surf Life Saving Club.



## Funding freshwater fish restoration

Golden Bay Cement (GBC) funds a native freshwater fish (whitebait) spawning habitat survey of the Otaika Stream, in conjunction with local Otaika Valley Primary and Portland Primary schools.


The Otaika Stream is situated between Portland cement works and Otaika Quarry. It has traditionally been a food source for local Hapu, and is the main water source for the (GBC) manufacturing plant. As users of the river we feel it is important to play a part in its restoration.

Freshwater community conservation and education programme, Whitebait Connection, undertook the

survey and identified whitebait spawning sites. Native riparian planting has begun in these areas, in consultation with local landowners.

Further work planned for coming years includes undertaking a freshwater fish survey upstream, and determining next steps for stream habitat restoration alongside landowners.



 The Otaika Valley School whitebait connection instream workshop day

## Living Support

Planting trees is hard work but it was something the Canterbury Fletcher Living team didn't shy away from when there were hundreds to be planted in the Port Hills.

At the beginning of August 20, Fletcher Living people descended on Duncan Park in the Port Hills of Christchurch to plant local native plants.

"We wanted to give back to our local community," says Fletcher Living Canterbury Community and Stakeholder Manager Mark Doyle.

"After the wild fires in the Port Hills in 2017, large areas were destroyed, so planting the trees was a way to get the area flourishing again."

The tree planting was part of the Christchurch City Council's volunteer planting programme, which is held at various parks and reserves around Christchurch. The aim of the Port Hills planting day was to restore native forest to designated areas in the Hills. Volunteers plant native trees each winter and maintain them in spring and autumn to reduce competition from grass.

The team spent the day in the hot sun planting the trees on very steep terrain with gorse bushes which was wet and boggy under foot.

"That exercise was really satisfying and rewarding on so many levels," says Fletcher Living Canterbury Regional Manager Russell Pyne.

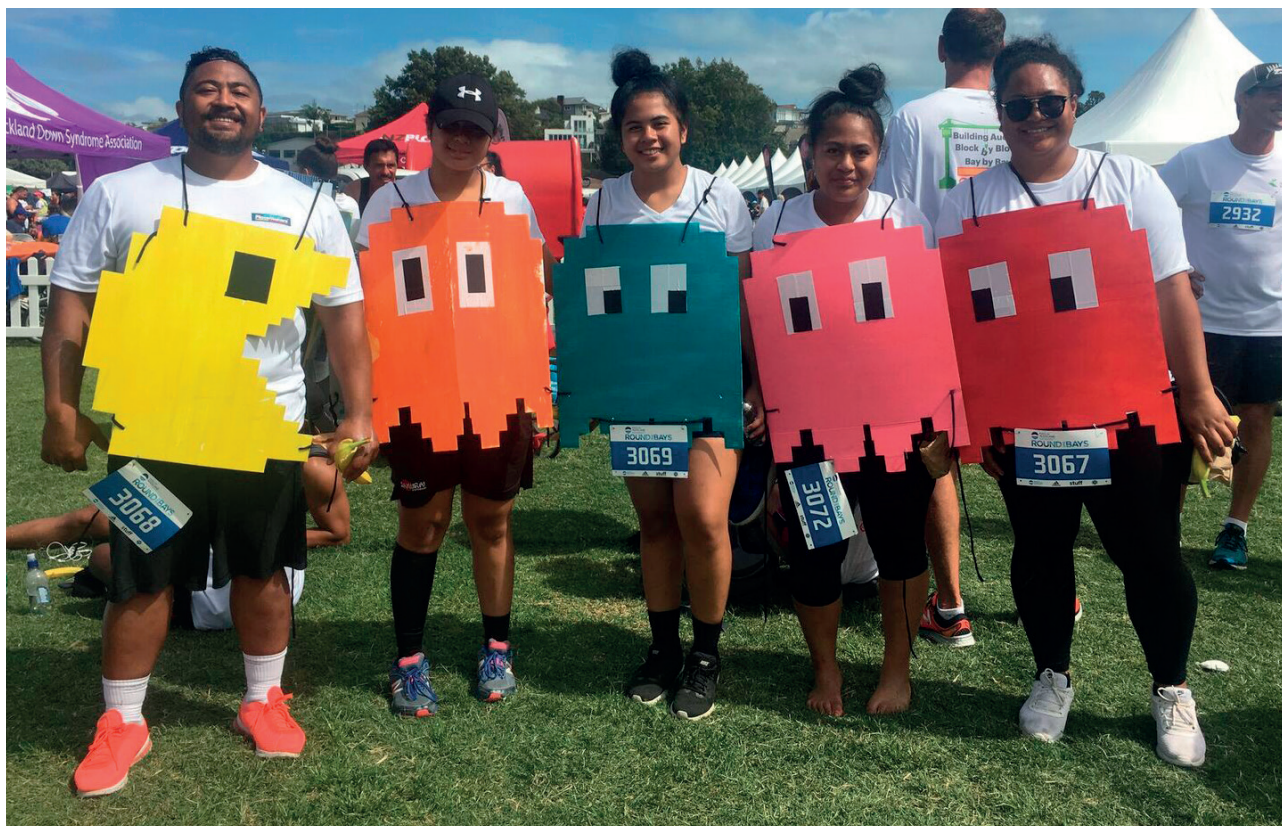
"Planting trees like this has long-term benefits for all people in Christchurch and everyone here at Fletcher Living will be around to see the progress and success of their labour for many, many years to come." Many of our businesses work on community restoration programmes as part of their community engagement programmes.



 The Fletcher Living planting team from Christchurch



# Our Community



With over 1500 people in the team, Fletcher Building employees and their families make up the largest group in Auckland Round the Bays. Fletcher Building has been supporting employee health and community fundraising through Round the Bays for over 3 decades

Fletcher Building is committed to looking after the communities in which we operate. Our local managers take leadership roles in community investment and activities to make a positive impact.

Activities range from cultural to educational, environmental to health-focussed and often involve partnerships with third parties. We believe it is best for Fletcher Building and our communities that we have a local approach for community engagement so we can be more specific in our response to the community needs and our local stakeholders.

Recipient organisations this year included local city missions, mental and physical health organisations, community park and beach clean ups, mentoring programmes and local community sports clubs, as well as in-kind donations of food, personal and household supplies and blankets as part of our annual internal appeals. We also supported our communities through employee volunteering days.

Engaging and consulting with our communities, iwi and indigenous people is important for our businesses. Our teams regularly host community open days and stakeholder engagement meetings at our project, residential development and manufacturing sites.

**30<sup>+</sup> years**

Fletcher Building has been supporting employee health and community fundraising through Round the Bays for over 3 decades.

## Mulch appreciation for expressway team

Fletcher Construction partnered with the Ōtaki Food Bank in a community project where people could collect mulch dug up from the Peka Peka to Ōtaki Expressway in exchange for a koha donation.

"We knew it would generate some money for the Ōtaki Food Bank, so we approached them about working together on the project," said Sarah Ropata, Fletcher Construction communications manager.

"We have stockpiles of mulch and had lots of requests from the community for it. So we put together a public open day where people gave a koha to the food bank. We're just really happy to be able to help."

The open day attracted 260 car-loads of people, three diggers and 140 tonnes of mulch, and raised over \$2000 for the Ōtaki Food Bank.

The Ōtaki Food Bank operates three days a week and is run by volunteers. Manager Lucy Tahere said the bank is totally reliant on community donations. The Ōtaki Food Bank gives food parcels only to people who have been referred from Work and Income NZ or on hardship benefits.

**140** | **\$2000**

Tonnes of mulch

Raised for the Ōtaki Food Bank



📷 Peka Peka to Ōtaki team collect donations for mulch

# Our Stakeholders and Partnerships

## STAKEHOLDERS

Fletcher Building is committed to building strong relationships with our stakeholders. At the local level, our businesses thrive on regular engagement with customers, suppliers, neighbours and local communities. At a Group level we engage with Government and regulatory authorities.

In the table following, we list our key stakeholder groups and detail some of the ways we engage with them.

Stakeholder group	Matters of interest	Responsible Fletcher Building parties	How we engage
<b>Financial interests</b>			
Shareholders	Financial performance	Board	Electronic and physical mail
	Dividends	Group Chief Executive Officer	Website
	Flow of information	Chief Financial Officer Head of Investor Relations	Market and other shareholder releases Annual Report Media releases Annual Shareholders' Meeting Via Shareholders' Association
Stock Markets (ASX/NZX)	Timely market disclosure	Head of Investor Relations	Market disclosures on NZX and ASX platforms
	Market rules compliance	General Counsel and Company Secretary	Ad hoc meetings if required
Institutional Investors	Financial and dividend performance	Board	Road shows
	Access to information	Group Chief Executive Officer	Investor briefings
	Governance	Chief Financial Officer Head of Investor Relations	Regular meetings Electronic and physical mail Website Market releases Annual Report Media releases Annual Shareholders' Meeting
Debt Markets/Lenders	Sustainable financial performance	Group Chief Executive Officer	Regular meetings and road shows
	Potential alternative funding sources (such as green bonds)	Group GM Treasury + Risk	Electronic mail Website Market releases Annual Report Media releases Annual Shareholders' Meeting



## Our stakeholders and partnerships *continued*

Stakeholder group	Matters of interest	Responsible Fletcher Building parties	How we engage
<b>Financial interests</b>			
Shareholders	Financial performance	Board	Electronic and physical mail
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	Potential alternative funding sources (such as green bonds)	Group GM Treasury + Risk	Electronic mail Website Market releases Annual Report Media releases Annual Shareholders' Meeting
Insurers	Public liability exposures	Group Chief Executive Officer	Regular meetings
	Risk management	Group GM Treasury + Risk	Road shows
	Regulatory compliance		Annual Report
	Business ethics		Electronic mail
	Governance		
	Business strategies and financial performance		
Joint Venture Partners	Financial and non-financial performance	Business Unit General Managers	Formal meetings
			Briefings
			Joint events



## Our stakeholders and partnerships **continued**

Stakeholder group	Matters of interest	Responsible Fletcher Building parties	How we engage
<b>Community interest</b>			
Employees	Remuneration Healthy and safe workplace Interesting and satisfying work Talent acquisition and retention Training opportunities Career development Community support Diversity	Executive team	FB intranet, social media and website Digital communication Manager conversations Policies and manuals Noticeboards Staff events and road shows
Employees families	Healthy and safe workplace Employee benefits	Via the Fletcher Trust Chief People and Communications Officer	Employees Employee Welfare Fund Employee Educational Fund Staff events
Iwi and local indigenous groups	Access to and allocation of water/land Housing affordability Protecting biodiversity Employment opportunities Skills training	Executive team Business Unit General Managers Head of Communications Stakeholder Managers	Partnership and support for iwi initiatives Consultation Ad hoc meetings
Community groups	Company support during natural events such as floods, cyclones and earthquakes License to operate Support for local social and environmental projects Youth development General employment	Executive team Business Unit General Managers and teams	Formal and informal meetings Memberships Partnerships Mentoring Sponsorships Training and skills building Hosting events
Neighbours	Land use and impact on environment	Business Unit General Managers and teams	Formal and informal meetings Electronic and physical mail Open days

## Our stakeholders and partnerships *continued*

Stakeholder group	Matters of interest	Responsible Fletcher Building parties	How we engage
<b>Regulatory interest</b>			
Central Governments	Economic contribution through taxation and employment creation	Executive Team	One on one meetings
	Responsible use of resources	Head of Communications	Submissions
	Policy development	Construction Chief Executive/ team on specific projects	Statutory reporting
	Partnerships / projects		Regular briefings
			Hosting events
			Company visits
			Media releases
			Project management
Regulators	Business ethics and governance	Group General Counsel and Company Secretary	Submissions
	Fair trading and anti-competitive behaviour	Chief People and Communications Officer	Ad hoc meetings
	Anti-bribery and corruption		Industry forums
	Human Rights		Media releases
Local Governments	Economic contribution through employment and infrastructure creation	Head of Communications	Submissions
	Resource consenting	Business Unit General Managers and teams	Ad hoc meetings
	Environmental stewardship		
	Policy development		
NGOs	Climate change and carbon emissions	Executive team	Submissions
	Water quality	Business Unit General Managers	Annual audits
	Air quality	Subject Matter Experts	Memberships
	Labour practices		Leadership
	Diversity and access to employment		Ad hoc meetings
	Skills training		Website
	Community and biodiversity support		Media
	Waste and noise pollution		Sponsorships and partnerships
Unions	Remuneration and working conditions	Chief People and Communications Officer	Ad hoc engagement
	Training and career development	Business Unit General Managers	Formal negotiation
		Employment Relations Team	

## Our stakeholders and partnerships **continued**

Stakeholder group	Matters of interest	Responsible Fletcher Building parties	How we engage
<b>Industry interests</b>			
Customers	Trusted and reliable company	Business Unit General Managers and teams	Marketing campaigns
	Safe and healthy products and services	Marketing and sales team	Website
	Good value		Media releases
	Service excellence		Face-to-face meetings
	Innovative products		
Influencers and specifiers	Environmental and technical product disclosures	Business Unit General Managers and teams	Hosting events
	Environmental stewardship		Media releases
	Whole of life cycle products		Digital communications
	Technical product knowledge		
Suppliers	Supply chain management	Business Unit General Managers and teams	Procurement policies
	Business ethics	Head of Procurement	
	Whole of life cycle products		
	Fair pricing		
Industry groups	Sector issues	Executive team	Memberships
	Industry leadership	Business Unit General Managers Head of Communications	Leadership
	Skills and labour availability		Newsletters
			Training
Competitors	Shared industry issues	Executive team	Event hosting
		Business Unit General Managers	Industry forums
			Ad hoc meetings

### Corporate memberships

We are proud to hold corporate memberships or partner with a variety of important industry bodies and community organisations. Some of these corporate affiliations include:

Environmental/Sustainability	People	Safety	Industry associations
Sustainable Business Council	Rainbow Tick	Business Leaders H&S Forum	Employers and Manufacturers Association
Infrastructure Sustainability Council of Australia	Global Women		Business Inc NZ
NZ Green Building Council	Tupu Toa		Trans-Tasman Business Circle
Lifecycle Association of New Zealand	First Foundation		Business Council of Australia
Sustainable Business Network	Graeme Dingle Foundation		NZ Initiative Ltd
	Vision West Community		Corporate Tax Payers Group (NZ)
	RBL Group		Corporate Taxpayers Association (Aust)
			International Fiscal Association

Our business units also hold memberships with industry organisations relevant to their operations e.g. Cement NZ, Steel Construction NZ, Building Industry of NZ etc.

