



Investor Day Brisbane

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*Chief People & Communications
Officer*

Disclaimer

This presentation contains not only a review of operations, but also some forward looking statements about Fletcher Building and the environment in which the company operates. Because these statements are forward looking, Fletcher Building's actual results could differ materially. Media releases, management commentary and analysts presentations, including those relating to the 2015 Half Year Results announcement, are all available on the company's website and contain additional information about matters which could cause Fletcher Building's performance to differ from any forward looking statements in this presentation. Please read this presentation in the wider context of material previously published by Fletcher Building.



My Background

- Bcom / BSc from Auckland University (Economics and Pharmacology)
- 1996 – 1999 – Sky City Auckland
- 1999 – 2004 – London. Worked for ABN Amro, Merrill Lynch, Deutsche Bank
- 2004 – 2011 – Coca Cola Amatil NZ (Ltd)
- 2011 – current – Fletcher Building

Other

- Board member of the Auckland Chamber of Commerce
- Board member of the Auckland Rugby Union
- Global Women member

“Creating a high performance culture”



My initial assessment in 2011 was that there were four key areas that required focus

Management Capability

- Promotion driven by time in role
- Lack of clarity as to what good looked like
- Lack of investment in leaders

Talent Pipeline

- Limited talent pipeline for leadership level roles
- Poor visibility of talent across the group

Performance Management

- Performance management driven by the business units
- Accountability unclear

Culture

- Culture was built around decentralisation
- No focus on engagement, diversity or values



Since 2012 talent management has been a key priority

Assess

- Identify our leadership practices
- Assess leaders against the profile
- Introduce selection process / testing

Move

- Great international mobility
- Role expansion / lateral moves
- Right person in the Right role

Replace

- Objective: Find the best talent internationally or externally. Sourcing strategy to recruit the best person irrespective of geography / background

Develop

- Build a leadership framework to accelerate internal capability
- Extend learning curriculum to 9,000 employees

Manage

- Set clear performance expectations
- Hold leaders to account for performance
- Align performance and reward



Our strategy has been based on four key areas:

Structure and Role Clarity



Performance Management

- Increased performance focus through operational reviews / board exposure
- Greater alignment between reward / performance
- High focus on performance accountability
- Introduction of monthly operating reviews with operational General Managers
- Greater interaction between the business unit leaders and the board

Culture

	2014	2015	% Δ
Engagement	63%	67%	+ 4%
Leadership	60%	64%	+ 4%
Strategy	67%	72%	+5%
Performance Mgt	64%	67%	+3%
Change expectation	41%	49%	+8%

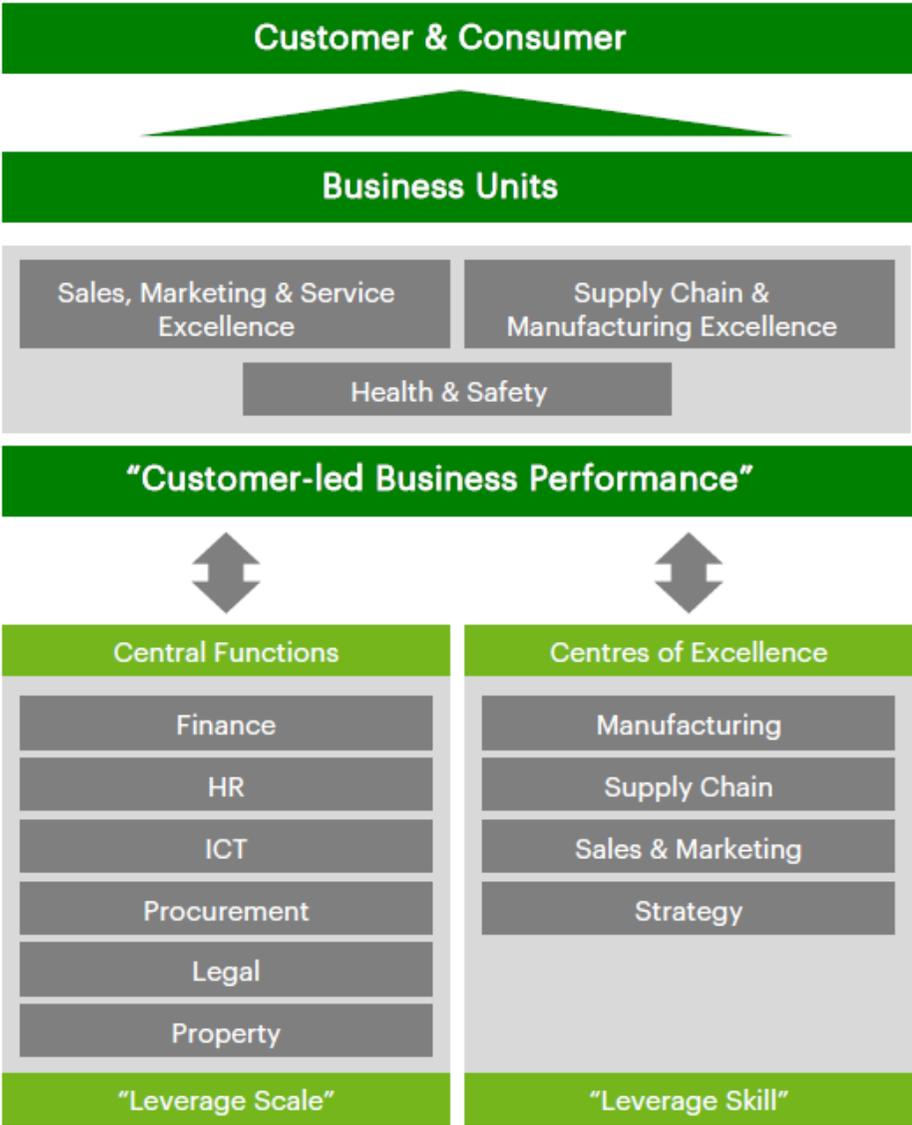
Employment Brand

Execution

[Unbranded, On Campus, Blackboard campaign](#)



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Our strategy has been based on four key areas: Employment Brand

Execution

Unbranded, On Campus, Blackboard campaign



Achievements to date

Improvements:

- Engagement has increased by 4%
- All Chief Executive roles have at least one identified successor
- Talent pipeline identified for all General manager roles
- 340% increase in the number of candidates visiting our careers website
- CE / GM Talent refresh 70% over 3 years
- Diversity – 81.5% increase in female senior leaders over 2 years, 75% of Australian GM roles held by females, 200 employment opportunities created for Maori / Pacific Island youth

External Recognition:

- EFMD Silver Excellence in Practice Award for Leaders Edge (ahead of Insead and Harvard)
- Silver at the Global Leadership 500 awards for our Step Up Leadership programme
- 5 x 2015 HRINZ awards – Supreme Award, Specialist of the Year, Person of the Year, Talent Management initiative, Innovation award

