

## Walk the Talk Award Entrant: Kate Daly, Fletcher Building

Video link: <https://vimeo.com/album/4446506/video/229802707>

Gender diversity, Maori & Pasifika support, youth development, inclusiveness.... The list of areas Kate Daly has impacted positively at Fletcher Building is extensive.

As Chief People & Communication Officer at Fletcher Building Kate's responsibilities are enormous. Through each area is Kate's strong ongoing commitment to promoting diversity.

"Kate exemplifies excellence in managing Fletcher Building's diverse workforce," says Fletcher Building Chairman Sir Ralph Norris.

Kate's belief is that people are one of our most valuable assets and she places a huge amount of emphasis on safeguarding their wellbeing at work and ensuring that everyone is comfortable with bringing their whole self to work.

"Promoting diversity is not a PC decision, it is a business decision. We are in a time of accelerated social change and companies who embrace diversity will stay ahead of the game" Sir Ralph says. This statement underpins everything that Kate does, not just from a business perspective but also a social and personal perspective.

In her role as CPCO Kate is responsible for the People & Performance and Communications functions for Fletcher Building. Kate's areas of responsibility include three areas: P&P Centres of Excellence - Organisational Development, Remuneration, Organisational Design and Change, P&P Systems and Recruitment; P&P Operations - P&P teams supporting Fletcher's divisions and business units across 40 countries with over 20,000 employees; and Communications - Media, Government Relations, Internal and External Communications, Sponsorship.

Fletcher Building is one of New Zealand's largest listed companies, manufacturing and distributing world-leading building and construction products and services.

### Gender Diversity

Kate champions Fletcher Building's Diversity Council and has implemented its strategy with outstanding results. Over the past five years women in senior roles has increased by more than 70 percent. Kate has driven a focus on attracting, appointing and developing women in leadership.

Kate is an active member of NZ Global Women (Fletcher Building is a principal sponsor). She has also instigated the FaB Women's Series to challenge and inspire women already in leadership positions or likely to assume one in the future, and a mentoring programme for women which has 200 members.

Kate recently initiated and implemented a campaign to increase the number of women in sales at Fletcher Building. As a result of this sourced female candidates in the recruitment process has risen from 34 percent to 43 percent and over 50 percent of all candidates in Fletcher's active talent pool are now women.

### Maori & Pasifika

Kate is passionate about developing Maori and Pasifika leaders. Through the Whakatupu Programme, 30 Maori participants are exploring what their heritage and leadership means for them and their future. Kate was instrumental in the development of TupuToa, a programme which creates pathways for Māori and Pasifika tertiary students into corporate careers. She is an inaugural Board Member of TupuToa and Fletcher Building is also Principal Partner.

### Youth Development

Kate continues to support training and development for young people to enter the workforce in collaboration with the New Zealand Defence Force (LSV), Ministry of Social Development, Te Puni Kokori and local council programmes, and the First Foundation.

Kate also champions the Fletcher Building Graduate Programme, now in its third year. The programme is a vital component of Fletcher Building's future talent pipeline and has a 91 percent retention rate. Kate is committed to 30 Māori and Pasifika interns during the next three years, as part of the TupuToa programme.

Engineering student Daniel Cassidy recently completed a TupuToa Internship through Tasman Insulation.

"The internship has given me a significant insight into the operation, management, and maintenance of a large scale production plant. I have learnt foundational engineering skills and knowledge which will allow me operate as an effective engineer as I enter into my career," says Daniel.

### Inclusiveness

Kate firmly believes all employees should be able to bring their whole selves to work without fear of discrimination. Fletcher Building is proud to be the first (and only) construction company in New Zealand to achieve accreditation from Rainbow Tick.

"I'm lucky I work for Fletcher Building, a company that has gone out of its way to achieve the Rainbow Tick to mark itself as an inclusive and non-judgemental workplace. For me as someone whose gender has always been questionable, this makes a big difference" – Kim Prance, Internal Key Account Manager, Mico.

Kate was the Fletcher Building Executive Sponsor of the Auckland Pride Festival in 2016 and 2017. This commitment sent a clear sign of her support to the Rainbow communities, to customers and also to staff. There were more than 150 Fletcher Building supporters at the 2017 Auckland Pride Parade. Kate has also introduced the FB Pride Network Group to create a working environment that foster inclusivity.

There is evidence that Kate's approach to diversity is working. Employee engagement (commitment and interest to job), has risen from 63 percent to 68 percent during Kate's last six years of leadership (with a response rate from staff of more than 90 per cent).

Last year she championed a “Day in the Shoes,” where senior leaders spent a day working in another’s role. Kate worked at Easysteel and spent a day on the road with one of the key sales managers. No doubt there will be much more to come.