



**FDC**

COVID-19

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# GROUP RESPONSE PLAN

VERSION 4

24 JUNE 2020

For our valued clients and partners, this document has been established to outline FDC's approach to manage COVID-19 and ensure the health and safety of our teams, clients and partners are maintained and our project delivery remains uncompromised.

Our Group Response Plan has been divided into two key areas:

**1. COVID-19 Minimisation Plan**

How we are minimizing COVID-19 from impacting our people, projects and business

**2. COVID-19 Impact Plan**

How we would respond to a COVID-19 impact to our people, projects or business

We are and will continue to closely monitor the Australian Government guidelines in relation to COVID-19 and implement any relevant control measures. The safety and wellbeing of our clients, people and community is our highest priority.

[www.fdcbuilding.com.au/covid19](http://www.fdcbuilding.com.au/covid19)

# CONTENTS

## **1. COVID-19 MINIMISATION PLAN**

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|     |                                    |   |
|-----|------------------------------------|---|
| 1.1 | COVID-19 MANAGEMENT TEAM           | 4 |
| 1.2 | BUSINESS CONTINUITY                | 5 |
| 1.3 | PROJECT OPERATIONS DURING COVID-19 | 6 |
| 1.4 | IMPLEMENTED BUSINESS-WIDE ACTIONS  | 7 |
| 1.5 | IMPLEMENTED SITE ACTIONS           | 8 |
| 1.6 | IMPLEMENTED OFFICE ACTIONS         | 9 |

## **2. COVID-19 IMPACT PLAN**

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|     |                            |    |
|-----|----------------------------|----|
| 2.1 | COVID-19 GROUP IMPACT PLAN | 10 |
| 2.2 | COVID-19 IMPACT PROTOCOLS  | 11 |

## **3. APPENDICES**

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|     |   |  |
|-----|---|--|
| 3.1 | COVID-19 SIGNAGE PACK                   |  |
| 3.2 | COVID-19 MINIMISATION PROTOCOL - SITE   |  |
| 3.3 | COVID-19 MINIMISATION PROTOCOL - OFFICE |  |
| 3.4 | COVID-19 IMPACT PROTOCOL - SITE         |  |
| 3.5 | COVID-19 IMPACT PROTOCOL - OFFICE       |  |

# COVID-19 MINIMISATION

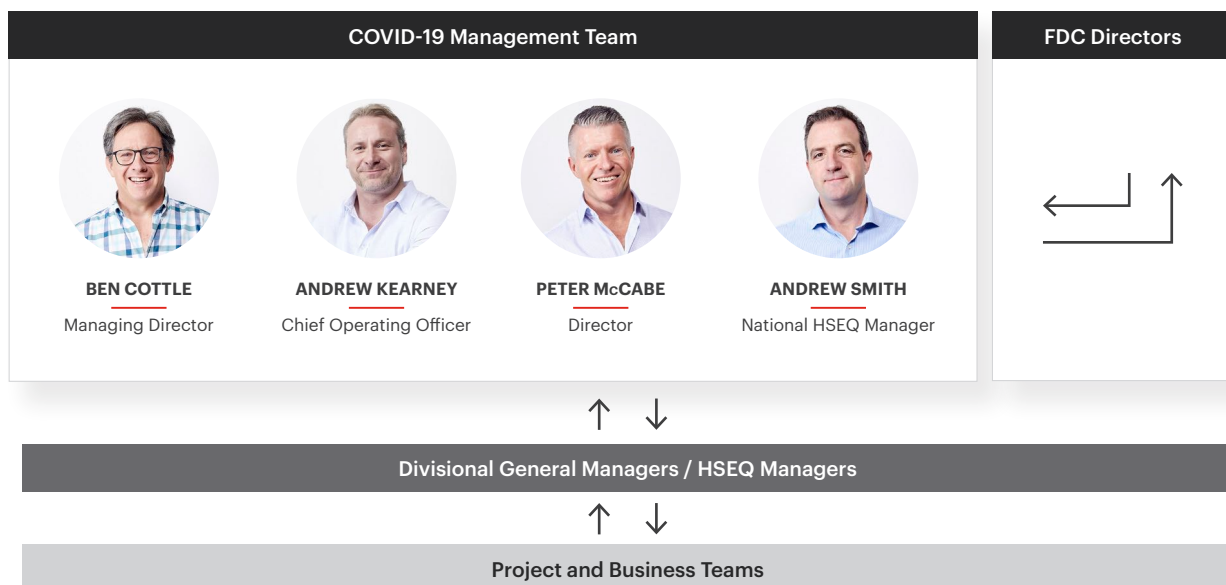
## 1.1 COVID-19 MANAGEMENT TEAM

The FDC COVID-19 Management Team has been created to manage FDC's approach to COVID-19 and ensure the health and safety of our teams, clients and partners are maintained and our project delivery continues at the highest level possible.

The COVID-19 Management Team works to ensure our communications and approach across the business is at best practice.

Key objectives:

- Identify risks and implement relevant solutions with agility.
- Consult relevant authorities and partners.
- Create and communicate required policies and protocols.
- Share knowledge and effectively communicate best practice solutions across the business.
- Review government announcements and media.
- Two-way communication across the business.
- To effectively and efficiently lead both the COVID-19 Minimisation Plan and the COVID-19 Impact Plan.



## 1.2 BUSINESS CONTINUITY

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FDC has a long established Business Continuity Plan (BCP) that enables our resources to support our people, projects and clients with minimal interruption. These resources include our Information and Communication Technology support to provide secure services and data integrity from multiple locations. These continuance activities are developed and tested, to ensure our client commitment is not impacted when needed most.

Since the introduction of COVID-19 we have been focussed on further enhancing our work remotely capability. We have tested, established and are now satisfied we can undertake all our services remotely without compromise.

We have developed the following to date for all staff to enable remote working wherever possible:

- Working Remotely Checklist
- Working Remotely Handbook (90 pages)
- Working Remotely Policy

### 1.3 PROJECT OPERATIONS DURING COVID-19

COVID-19, as with other potential hazards, has been and will continue to be assessed and controlled to reduce the risk of harm.

See below chart 1.0 showing how our Group Response Plan has been established in line with Australian Government guidelines and relevant legislation. This plan then flows into specific projects through their Project Management Plan and Site Risk Assessment in order to develop Safe Systems of Work.

FDC’s Site Risk Assessment is the key document to ensure client needs are included with FDC requirements so that suitable control measures are developed, communicated and implemented. In addition, task specific controls shall be developed in consultation with project and business teams with nominated controls being monitored daily.

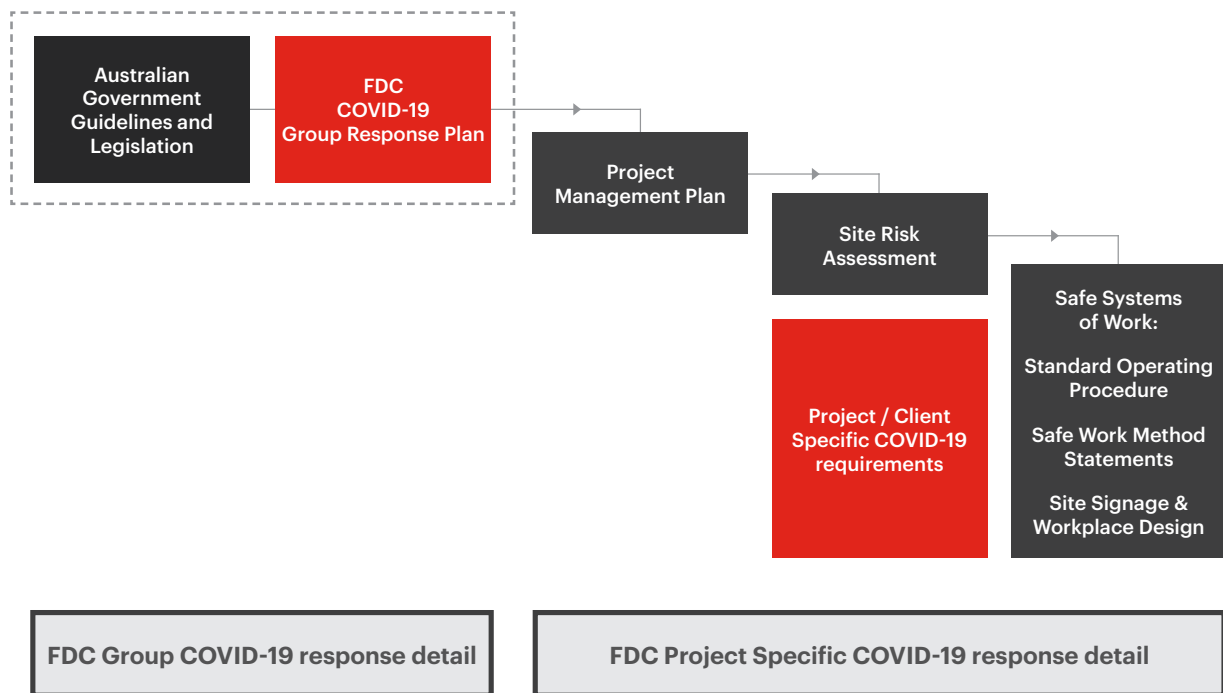


Chart 1.0 – FDC Group and Project Response

## 1.4 IMPLEMENTED ACTIONS

In every action we are taking across our sites and offices, we are ensuring we deliver a higher level of hygiene and sanitation and maximise the distance between workers in line with Government advice. This will ensure we are limiting the impact of COVID-19 to our team, clients, projects and partners.

The following tables identify actions taken across FDC operations.

| Business Wide Actions   |  |
|---|--|
| <b>Activated remote working</b>   | <ul style="list-style-type: none"> <li>• Where possible, we have deployed our people strategically including an increased portion working remotely to maximise distancing for essential workplaces and reduce our key people and functional risks.</li> <li>• We have replaced all non-essential face-to-face meetings with a teleconference or video conference where practical or possible. In essential meetings we have reduced the number of face-to-face attendees and ensure we are keeping a 1.5m personal distance and practice non-touch greetings.</li> </ul>   |
| <b>Postponed all events</b>   | <ul style="list-style-type: none"> <li>• We have postponed all non-essential events for staff, clients, projects and partners across 2020.</li> </ul>  |
| <b>Introduced travel bans and adhered to self isolation policies</b>    | <ul style="list-style-type: none"> <li>• Established travel and self-isolation policies in line with the Australian Government guidelines. These policies are in place for all FDC staff across Australia. Specifically, the policies require the following individuals to self-isolate for 14 days: <ul style="list-style-type: none"> <li>– any individual who has returned from travelling outside Australia;</li> <li>– any individual who has been in close contact with a positive COVID-19 case / person.</li> </ul> </li> <li>• All interstate business travel has been suspended.</li> <li>• In the event of medium-long distance vehicular travel requirements to/from a remote, regional or rural work site, we are ensuring our staff and subcontractors comply with the Government's distancing guidelines. In the event this impacts the numbers or density of personnel that may travel together, we shall advise of any impacts and develop a solution in consultation with the client or their appointed representative.</li> </ul> |
| <b>Launched a new central communication channel and Information Hub</b> | <ul style="list-style-type: none"> <li>• Given the rapidly evolving situation and the need for continual business communications, we have launched an internal webpage and app dedicated to giving our office and on-site teams all the resources required to collectively best manage COVID-19. The Information Hub holds team FAQ's, processes, protocols, user guides, policies, educational videos and all previous business wide communications.</li> </ul>   |

## 1.5 IMPLEMENTED ACTIONS

| Site Specific Actions  |   |
|--|---|
| <p><b>Enforced stringent new site entry requirements</b></p> | <ul style="list-style-type: none"> <li>• We have staggered our team start and finish times to maximise workplace distancing.</li> <li>• We have modified our team access points to be low touch.</li> <li>• Modified the Site Induction Process for all workers or visitors to require declaration of any recent travel outside Australia and/or close contact with any positive COVID-19 person. Individuals meeting any of these criteria are being refused entry to site.</li> </ul>   |
| <p><b>Maximised essential workplace distancing</b></p>       | <ul style="list-style-type: none"> <li>• We have introduced daily shift tracking of each site worker to better understand their key movements and touchpoints. This will enable us to limit the spread of potential infection if impacted by COVID-19.</li> <li>• We have staggered meal breaks across our teams to maximise workplace distancing.</li> <li>• Communal areas have been marked for maximum seating and table use ensuring 1.5m minimum distance between people is being adhered to.</li> <li>• Marked exclusion zones with no access to non-essential visitors, trades or consultants.</li> <li>• Limited the number of people in lifts and hoist to ensure 1.5m distancing where possible.</li> <li>• Advised workers about on-site 'essential workplace' distancing measures and off-site 'social distancing' requirements.</li> </ul> |
| <p><b>Increased our hygiene practices</b></p>                | <ul style="list-style-type: none"> <li>• Regular sanitisation of high touch communal areas, equipment and tools.</li> <li>• Ensuring cleaning solutions are available for all teams and of appropriate quality and frequency so staff can regularly clean tools and common areas or items.</li> <li>• Encouraging improved personal hygiene through the placement of sanitation stations, posters and other informative materials as well as the increased provision of hand sanitiser and disinfectant wipes.</li> </ul>   |
| <p><b>Increased communication</b></p>                        | <ul style="list-style-type: none"> <li>• Site Managers are conducting frequent virtual 'Toolbox Talks' to all site staff and subcontractors, to ensure COVID-19 policies are adhered to and increased general cleanliness and hygiene practices are implemented. These communications are also ensuring distancing measures and hygiene is implemented before, during and after undertaking work on-site.</li> <li>• Proactively communicating in writing to our subcontractors to remind them of their requirement to comply with self-isolation policies and on-site standards.</li> </ul>  |



## 1.6 IMPLEMENTED ACTIONS

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| Office Specific Actions                                 |  |
|---|--|
| <b>Enforced stringent new office entry requirements</b> | <ul style="list-style-type: none"> <li>Modified the sign-in Register advising any visitor to require declaration of any recent travel outside Australia and/or close contact with any positive COVID-19 person. Individuals meeting any of these criteria are being refused entry to offices.</li> </ul>   |
| <b>Maximised essential workplace distancing</b>         | <ul style="list-style-type: none"> <li>All our offices have become 'No Contact' with new stringent requirements in all areas at all times. We have limited the number of attendees in meeting rooms, kitchen and common areas, staggered meal times, implemented new reception guest restrictions and further enhanced hygiene practices.</li> <li>Advising teams about in office 'essential workplace' distancing measures and out of office 'social distancing' requirements.</li> </ul> |
| <b>Increased our hygiene practices</b>                  | <ul style="list-style-type: none"> <li>Daily sanitisation of high touch communal areas.</li> <li>Ensured cleaning solutions are in place and of appropriate quality and frequency so teams can regularly clean workstations and other common areas or items.</li> <li>Encouraging improved personal hygiene through the placement of sanitation stations, posters and other informative materials as well as the increased provision of hand sanitiser and disinfectant wipes.</li> </ul>  |

# COVID-19 IMPACT

## 2.1 COVID-19 GROUP IMPACT PLAN

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The FDC COVID-19 Management Team has been created to take effective and efficient action where impact of COVID-19 occurs. The Management Team includes FDC Directors who work directly with Senior Managers, Divisional General Managers and HSEQ Managers to ensure incident protocols are best practice. The key elements of these internal protocols shall be applied to specific cases and include:

- Efficient communication of individual cases;
- Isolation of impacted work spaces and task reassignment;
- Communication with workers, stakeholders and relevant authorities;
- Relevant cleaning and certification; and
- Return to work activities.

## 2.2 COVID-19 IMPACT PROTOCOLS

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### Impact Protocols

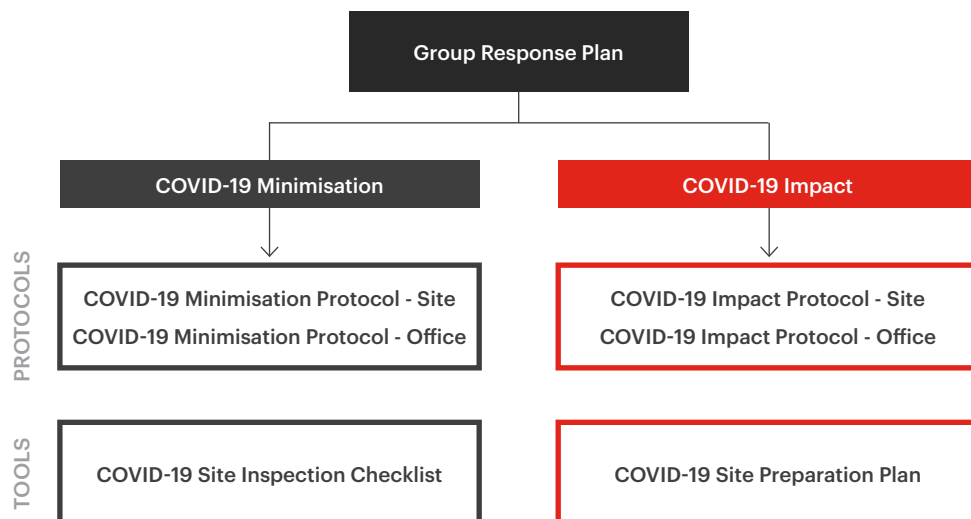
Both site and office response protocols have been created and communicated across FDC. Communication flow with our clients and stakeholders is a critical element in this protocol and can be tailored to meet client specific needs. These protocols shall be enforced where an individual has been in close contact with a confirmed case of COVID-19 or has tested positive for COVID-19. The protocols have been created to minimise business disruption, and prevent the further spread of COVID-19, based on early identification and notification. These protocols can be viewed in the appendices.

### Shut Down Protocols

Each FDC location shall develop specific shut down protocols that protect the sites, assets, information and surrounding communities. In the event that FDC operations are shut down through Government orders these protocols shall be implemented as directed by FDC's COVID-19 Management Team.

In support of the these protocols the business has researched and developed a detailed list of stakeholders and suppliers to engage without delay.

We have created and communicated relevant protocols and tools to ensure we minimise COVID-19 across our offices and sites and, if required, manage any COVID-19 impact.





# APPENDICES

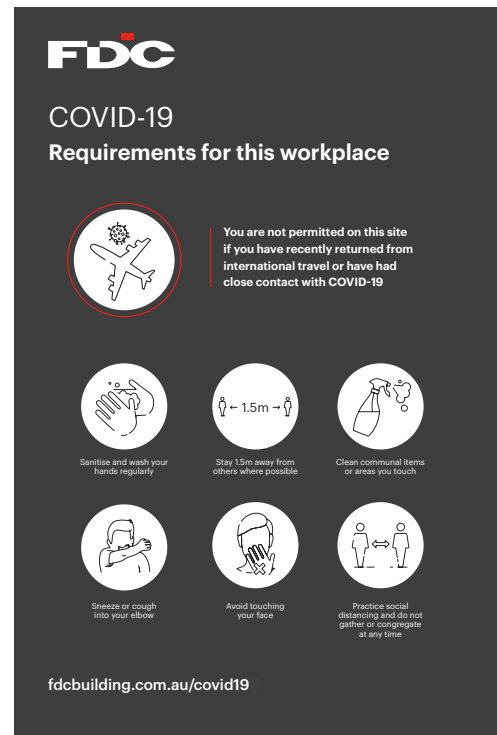
# APPENDIX 3.1 - COVID-19 SIGNAGE PACK



Hand sanitisation station examples



Site signage example



## APPENDIX 3.2 - MINIMISATION PROTOCOL - SITE



COVID-19

### MINIMISATION PROTOCOL - SITE

The following sets out FDC's required protocol for project sites, where relevant, to minimise COVID-19 on a project site. This protocol should be read in line with the **COVID-19 Site Inspection Checklist**.

|   |  |
|---|--|
| <p><b>Enforce stringent new site entry requirements</b></p> | <ul style="list-style-type: none"> <li>• Stagger team start and finish times to maximise workplace distancing.</li> <li>• Modify team access points to be low to no touch.</li> <li>• Modify the Site Induction Process for all workers or visitors to require declaration of any recent travel outside Australia and/or close contact with any positive COVID-19 person. Individuals meeting any of these criteria are to be refused entry to site.</li> </ul>  |
| <p><b>Maximise essential workplace distancing</b></p>       | <ul style="list-style-type: none"> <li>• Introduce daily shift tracking of each site worker to better understand their key movements and touchpoints.</li> <li>• Stagger meal breaks across teams to maximise workplace distancing.</li> <li>• Mark out communal areas for maximum seating and table use ensuring 1.5m minimum distance between people is being adhered to.</li> <li>• Mark out site exclusion zones with no access to non-essential visitors, trades or consultants.</li> <li>• Limit the number of people in lifts and hoist to ensure 1.5m distancing where possible.</li> <li>• Advise workers about on-site 'essential workplace' distancing measures and off-site 'social distancing' requirements.</li> </ul> |
| <p><b>Increase hygiene practices</b></p>                    | <ul style="list-style-type: none"> <li>• Ensure daily sanitisation of high touch communal areas, equipment and tools.</li> <li>• Ensure cleaning solutions are available for all teams and of appropriate quality and frequency so staff can regularly clean tools and common areas or items.</li> <li>• Encourage improved personal hygiene through the placement of sanitation stations, posters and other informative materials as well as the increased provision of hand sanitiser and disinfectant wipes.</li> </ul>   |
| <p><b>Increase communication</b></p>                        | <ul style="list-style-type: none"> <li>• Site Managers to conduct frequent virtual 'Toolbox Talks' to all site staff and subcontractors, to ensure self-isolation policies are adhered to and increased general cleanliness and hygiene practices are implemented. These communications are also ensuring distancing measures and hygiene is implemented before, during and after undertaking work on-site.</li> <li>• Proactively communicate in writing to our subcontractors to remind them of their requirement to comply with self-isolation policies and on-site standards.</li> </ul>   |

## APPENDIX 3.3 - MINIMISATION PROTOCOL - OFFICE

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COVID-19

### MINIMISATION PROTOCOL - OFFICE

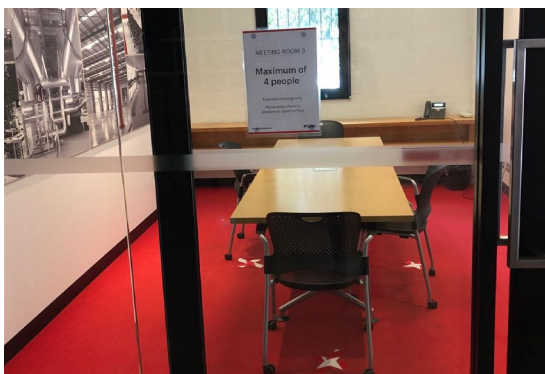
#### 1. COMMUNICATE BELOW TO YOUR REGIONAL OFFICE THAT THE OFFICE IS NOW **NO CONTACT:**

**As a key measure to fight the COVID-19, each FDC office will now become NO CONTACT.  
This means:**

- Ensure you stay 1.5m away from your colleagues or guests at all times;
- All meeting rooms and kitchen areas will respect the 1.5m space between seats and have a maximum attendee room usage;
- Please remove or tape off any chairs that violate the 1.5m spacing within meeting rooms or kitchen areas;
- Do not touch colleagues or guests mobiles, computers, keyboards, laptops or desk phones;
- Video or teleconference meetings to be used for non-essential meetings;
- Meeting rooms for use for essential meetings only;
- Continue to regularly wash your hands thoroughly;
- Wipe down heavy traffic communal areas that you use i.e. microwave, fridge door handle, coffee machine etc. (Ensure cleaning products visibility located in kitchen); and
- Wipe down you desk, keyboard and workstation at the end of each day (Ensure each desk has cleaning wipes or cleaning products for use).

#### 2. ENSURE ALL MEETING ROOMS AND KITCHEN AREAS HAVE BEEN AMENDED AS FOLLOWS:

- Determine the maximum number of seats to meet 1.5m distance between each seat, more distance is better than less here;
- Create signage, print and laminate to meeting room door showing attendee limit;
- Remove all excess chairs; and
- Adhere tape to the floor showing location of each chair/stool. Chair/stool to remain in this position.



*Image: Example of meeting room set-up*



*Image: Example of kitchen seating changes and tape on floor to show seat position.*

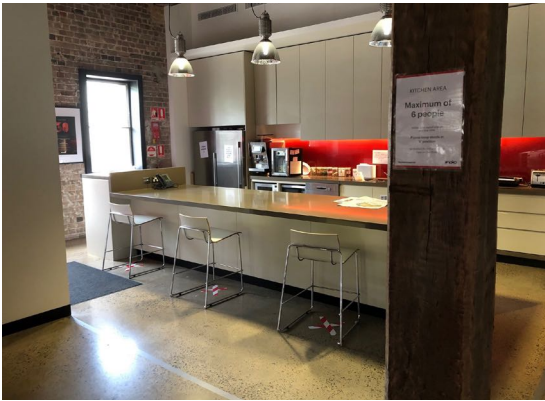


Image: Example of kitchen signage, stool and tape position.



Image: Example of kitchen seating changes and tape on floor to show seat position.

### 3. ENSURE YOUR RECEPTION AREA HAS ADEQUATE SAFETY MEASURES IN PLACE TO PROTECT ADMIN STAFF:

- Ensure reception staff are not touching courier pads, others mobiles etc;
- Ensure reception staff have adequate hand sanitizer on reception for themselves and guests;
- Ensure your reception area doesn't have any areas that allow access behind reception for staff or guests, if so please tape this area off and place signage to prevent access; and
- Print, laminate and display signage on reception explaining this office is **NO CONTACT**.



Image: Example of added reception safety measure to ensure no contact from guests.



Image: Example of added reception safety measure to ensure no contact from guests.



## APPENDIX 3.4 - IMPACT PROTOCOL - SITE

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COVID-19

## IMPACT PROTOCOL - SITE

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The following sets out FDC's required protocol if a Project Team is notified or becomes aware of a potential COVID-19 risk on a project. This protocol should be read inline with **COVID-19 Site Preparation Plan**.

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If a worker informs the Site Manager that they are unwell and/or are concerned they may have COVID-19 then the Site Manager should ask the following question:

**Do you believe you have been in close contact with a person who has tested positive for COVID-19?**

YES

If the worker answers yes – follow Protocol 1 below.

NO

If the worker answers no – follow our standard business as usual process for staff that are unwell.

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### PROTOCOL 1. WORKER HAS HAD CLOSE CONTACT WITH A CONFIRMED COVID-19 CASE

**Close contact is defined as being face to face for at least 15 minutes or being in the same closed space for at least 2 hours as someone who tested positive to COVID-19 when they were infectious.**

1. On becoming aware of a worker being in close contact with a confirmed COVID-19 case, the Site Manager must ensure the worker leaves site immediately or remain off-site and self-isolates for 14-days. The worker should also seek medical attention and on medical advice be tested for COVID-19.

Note: Durations for the test results can vary but a period of 48-72 hours should be assumed.

2. The Site Manager notifies the Project Manager who is required to immediately escalate the notification to the appropriate General Manager.
3. The General Manager must promptly consult with the Chief Operating Officer, National HSEQ Manager and Managing Director.
4. If the worker is a subcontractor, the General Manager must issue correspondence (letter or email) to their employer:
  - a. Confirming the close contact;
  - b. Advising the steps FDC has taken with its own workforce;
  - c. Confirm the project site remains open.

## IMPACT PROTOCOL - SITE

5. If the worker returns:
  - a. A negative test result, the worker, upon medical clearance may return to the project site and no further action is required. A Medical Certificate is required.
  - b. If the worker returns a positive test for COVID-19, please follow **Protocol 2. Worker Tests Positive To COVID-19.**

### **PROTOCOL 2. WORKER TESTS POSITIVE TO COVID-19**

1. On becoming aware of a worker testing positive to COVID-19, the Site Manager must ensure the worker remains off-site and self-isolates for 14-days.
2. The Site Manager is required to notify the Project Manager who immediately escalates the notification to the appropriate General Manager.
3. The General Manager must immediately notify the Chief Operating Officer, HSEQ National Manager and Managing Director.
4. The General Manager, Chief Operating Officer, HSEQ National Manager and Managing Director will collectively determine the required immediate and short-term actions including but not limited to:
  - a. All FDC employees on the project site deemed to have been in close contact with the positive COVID-19 worker to self isolate for 14 days;
  - b. Undertake a deep clean of the site in line with recommendations;
  - c. Issue correspondence (letter or email) from the General Manager to key stakeholders as appropriate (can include; clients, subcontractors, consultants and suppliers) on the project:
    - Confirming the positive test;
    - Advising the steps FDC has taken with its own workforce;
    - Advising next steps if any.
5. The Managing Director is the only authorised FDC employee to close any FDC office or project site.
6. Once the worker that tested positive for COVID-19 has passed the 14-day self-isolation, obtains suitable medical clearance and is showing no visible signs of illness, they can return to work and no further action is to be taken. A Medical Certificate is required.

## APPENDIX 3.5 - IMPACT PROTOCOL - OFFICE

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COVID-19

## IMPACT PROTOCOL - OFFICE

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**The following sets out FDC's required protocol if a supervisor is notified or becomes aware of a potential COVID-19 risk.**

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If a staff member informs their supervisor that they are unwell and/or are concerned they may have COVID-19 then their supervisor should ask the following question:

**Do you believe you have been in close contact with a person who has tested positive for COVID-19?**

**YES**

If the staff member answers yes – follow Protocol 1 below.

**NO**

If the staff member answers no – follow our standard business as usual process for staff that are unwell.

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### **PROTOCOL 1. STAFF MEMBER HAS HAD CLOSE CONTACT WITH A CONFIRMED COVID-19 CASE**

**Close contact is defined as being face to face for at least 15 minutes or being in the same closed space for at least 2 hours as someone who tested positive to COVID-19 when they were infectious.**

1. On becoming aware of a staff member being in close contact with a confirmed COVID-19 case, the supervisor must ensure the staff member leaves work immediately or remain out of the office and self-isolates for 14-days. The staff member should also seek medical attention and on medical advice be tested for COVID-19.

Note: Durations for the test results can vary but a period of 48-72 hours should be assumed.

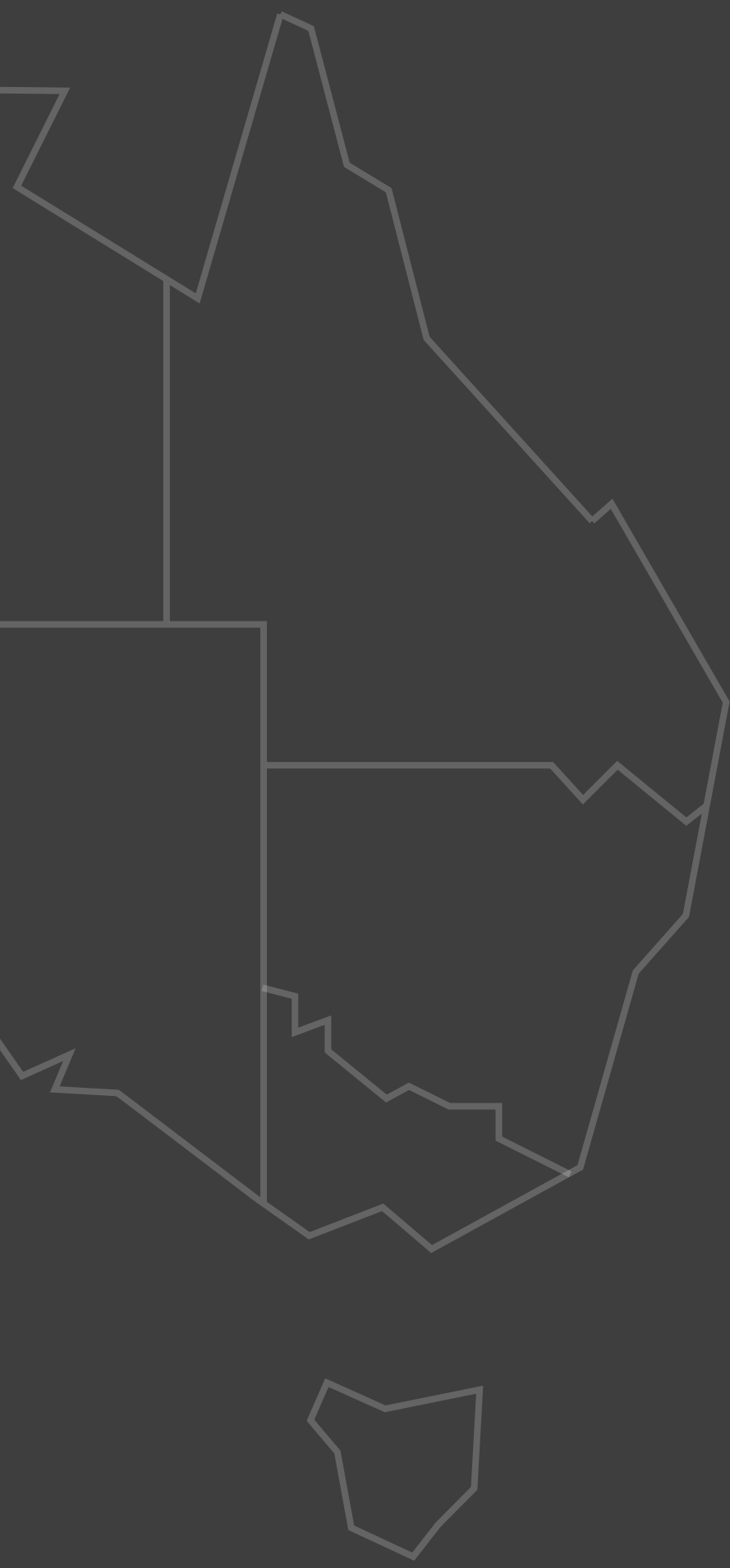
2. The supervisor must notify the Divisional General Manager.
3. The Divisional General Manager must promptly consult with the Chief Operating Officer, National HSEQ Manager and Managing Director.

## IMPACT PROTOCOL - OFFICE

5. If the staff member returns:
  - a. A negative test result, the staff member, upon medical clearance may return to the office and no further action is required. A Medical Certificate is required.
  - b. If the staff member returns a positive test for COVID-19, please follow **Protocol 2. Staff Member Tests Positive To COVID-19.**

### **PROTOCOL 2. STAFF MEMBER TESTS POSITIVE TO COVID-19**

1. On becoming aware of a staff member testing positive to COVID-19, the supervisor must ensure the staff member remains out of the office and self-isolates for 14-days.
2. The supervisor is required to immediately notify the Divisional General Manager.
3. The Divisional General Manager must immediately notify the Chief Operating Officer, HSEQ National Manager and Managing Director.
4. The Divisional General Manager, Chief Operating Officer, HSEQ National Manager and Managing Director will collectively determine the required immediate and short-term actions including but not limited to:
  - a. All FDC employees in the office deemed to have been in close contact with the positive COVID-19 staff member to self isolate for 14 days;
  - b. Undertake a deep clean of the office in line with recommendations;
  - c. Issue correspondence (letter or email) from the General Manager to key stakeholders as appropriate (can include; clients, subcontractors, consultants and suppliers):
    - Confirming the positive test;
    - Advising the steps FDC has taken with its own workforce;
    - Advising next steps if any.
5. The Managing Director is the only authorised FDC employee to close any FDC office or project site.
6. Once the staff member that tested positive for COVID-19 has passed the 14-day self-isolation, obtains suitable medical clearance and is showing no visible signs of illness, they can return to work and no further action is to be taken. A Medical Certificate is required.



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