

WGEA Gender Pay Gap

EMPLOYER STATEMENT 2024

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01 Employer Statement

We are pleased to share FDC's Workplace Gender Equality Agency (WGEA) Gender Pay Gap Report 2024 and provide this accompanying Employer Statement. In this statement we explain the WGEA Gender Pay Gap (GPG) measure, identify the major drivers behind a WGEA GPG and importantly share our approach and progress towards improving gender diversity within our Group.

We very much welcome the new disclosure requirements and increased focus on gender pay equality. In our view this increased focus is leading to important conversations, increased transparency and indeed the tangible actions required to increase the representation and influence of women at all levels of business and society.

Our industry, Construction, is the most male dominated industry in Australia. Notwithstanding the significant progress made in recent times, we still face an image problem when it comes to attracting female talent. It is our view that this can be overcome in time by breaking down perceptions with information and education, continuing to create the required workplace flexibility and culture that supports working women/mothers and importantly provide visible female role models that young women can find inspiration from. It is this view, in combination with our genuine belief that – when we have more women in our teams we see improved wellbeing for all team members and more quality outcomes for our projects and clients – that has seen us commit significant resources to a range of gender diversity initiatives.

We are proud of how these initiatives and activities are progressing and are pleased to share them with you in this statement. Of course we appreciate that change takes time and so we are committed to continuing driving these changes through our business until they are embedded and constantly looking for opportunities to improve.

This year as reported, our WGEA Median Total Remuneration Gender Pay Gap is 33.8%. In the past 18 months we have increased the total number of females in our business, increased the percentage of females in core business delivery roles, dramatically increased the percentage of females in our annual cadet intake and increased the percentage of females internally promoted. We are pleased with this progress but appreciate there is more to do. Our 2024 WGEA GPG is primarily driven by a disproportionate amount of males in senior leadership/management roles. The composition of our senior leadership/management teams is an opportunity we identified some time ago and have plans in place to improve.

We thank you for taking the time to read our statement and look forward to communicating more progress in the future.



A handwritten signature in black ink, appearing to read 'Ben Cottle'.

BEN COTTLE
Non-Executive Chairman, FDC



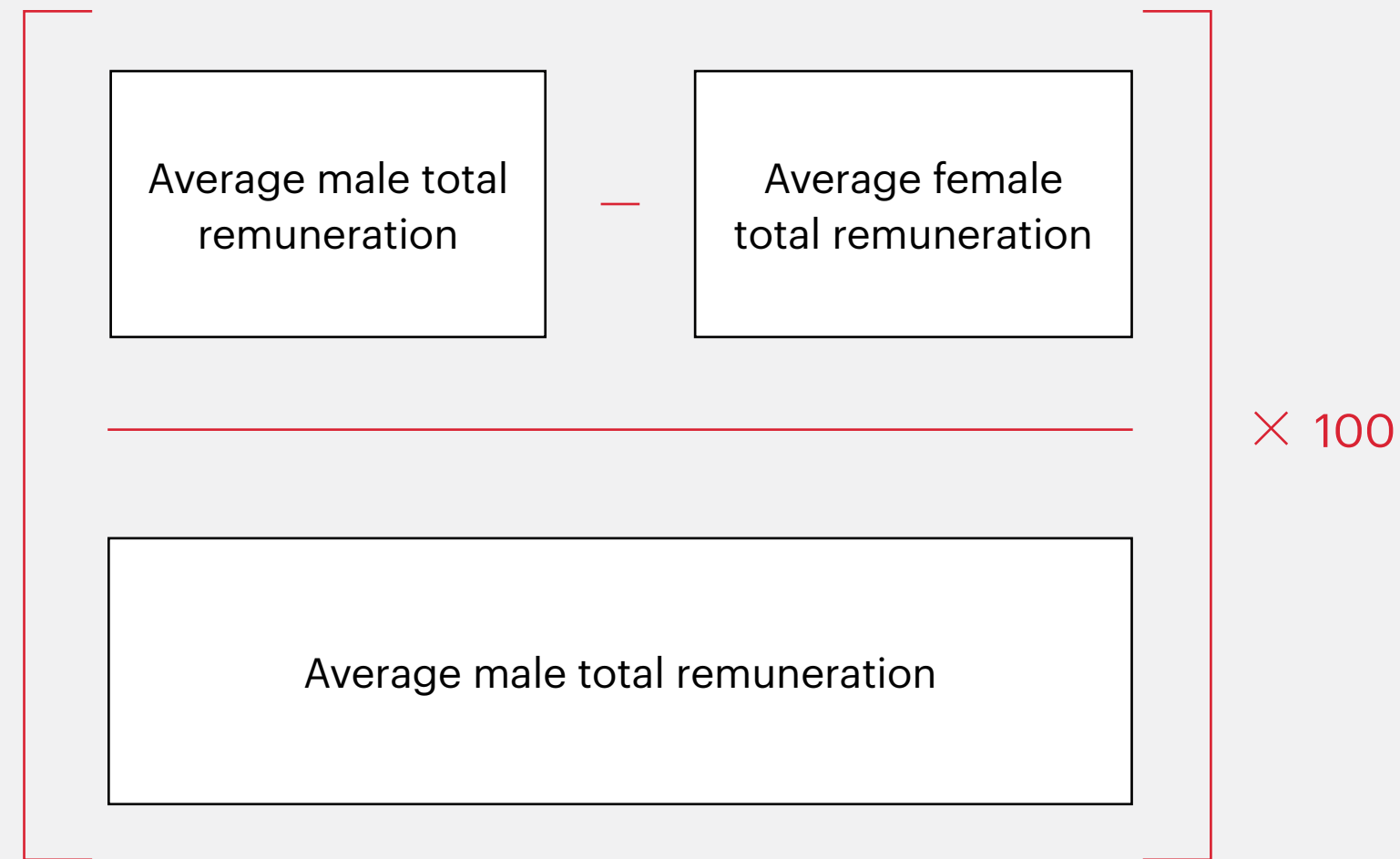
A handwritten signature in black ink, appearing to read 'Russell Grady'.

RUSSELL GRADY
Managing Director, FDC

02 The WGEA GPG explained



WGEA Pay Gap Calculation



- The WGEA GPG shows the difference in the average total remuneration of women and men in a business, expressed as a percentage of the average male total remuneration.
- It is not to be confused with women and men being paid the same for the same or comparable job. This is “equal pay” and has been a legal requirement since 1969.

NOTE:

- The calculation includes all employees and employee types (part time and casuals included) except for the CEO/ equivalent, non-binary employees, and any employee given '0' for their income during the reporting period.
- All salary/remuneration data for each employee is provided as their annualised and full-time equivalent earnings and includes wages or salary, superannuation, bonuses, allowances, back pay, workers compensation payments, commissions and other payments. The calculation is more relevant and accurate when all payments made to employees are included as this represents the full earnings of each employee.

The WGEA GPG

- A positive WGEA GPG percentage indicates that average male remuneration is higher than average female remuneration.
- A negative WGEA GPG percentage indicates that average female remuneration is higher than average male remuneration.

Potential WGEA GPG Business Drivers

- Disproportionate number of men or women in higher paid roles.
- Disproportionate number of men or women in lower paid roles.
- Lack of workplace flexibility to accommodate care responsibilities that support women and mothers returning to the workforce.
- Differences in parental leave that is longer for women than men resulting in a longer time out of the workforce for women impacting their career progression and opportunities.
- Conscious and unconscious discrimination and bias in hiring pay decisions, recruitment and promotions.

03 Our WGEA GPG



Our WGEA GPG

The metrics here show our overall gender pay gap based on average remuneration for the reporting period of 1 July 2022 to 30 June 2023.

Our WGEA GPG has reduced since the 2020-21 reporting period. This progress is welcome and demonstrates that our policies and actions are moving us in the right direction. We recognise that we still have more to do, and we remain committed to further progress through pro-actively educating, encouraging and recruiting females to enter our industry as well as succession planning for our existing female talent pool to progress to Key Management Personnel and Manager positions.

FDC WGEA gender pay gap	2020-21	2021-22	2022-23
	34.70%	35.10%	33.80%

- Part-time/casuals/part-year employees are annualised to full-time equivalent.
- The 2022-23 gender pay gap calculation does not include voluntary salary data submitted for CEO, Head of Business(es), overseas managers and casual managers. It also excludes employees who did not receive any payment during the reporting period.
- Employees identified as non-binary are not included while WGEA establishes the baseline level for this new information.

04 Understanding our WGEA GPG

Our WGEA GPG arises due to fewer senior positions within the business being held by women.



The major driver of our WGEA GPG is the composition of women within our business.

Although improving, there is a smaller proportion of women in Key Management Personnel and Manager positions.



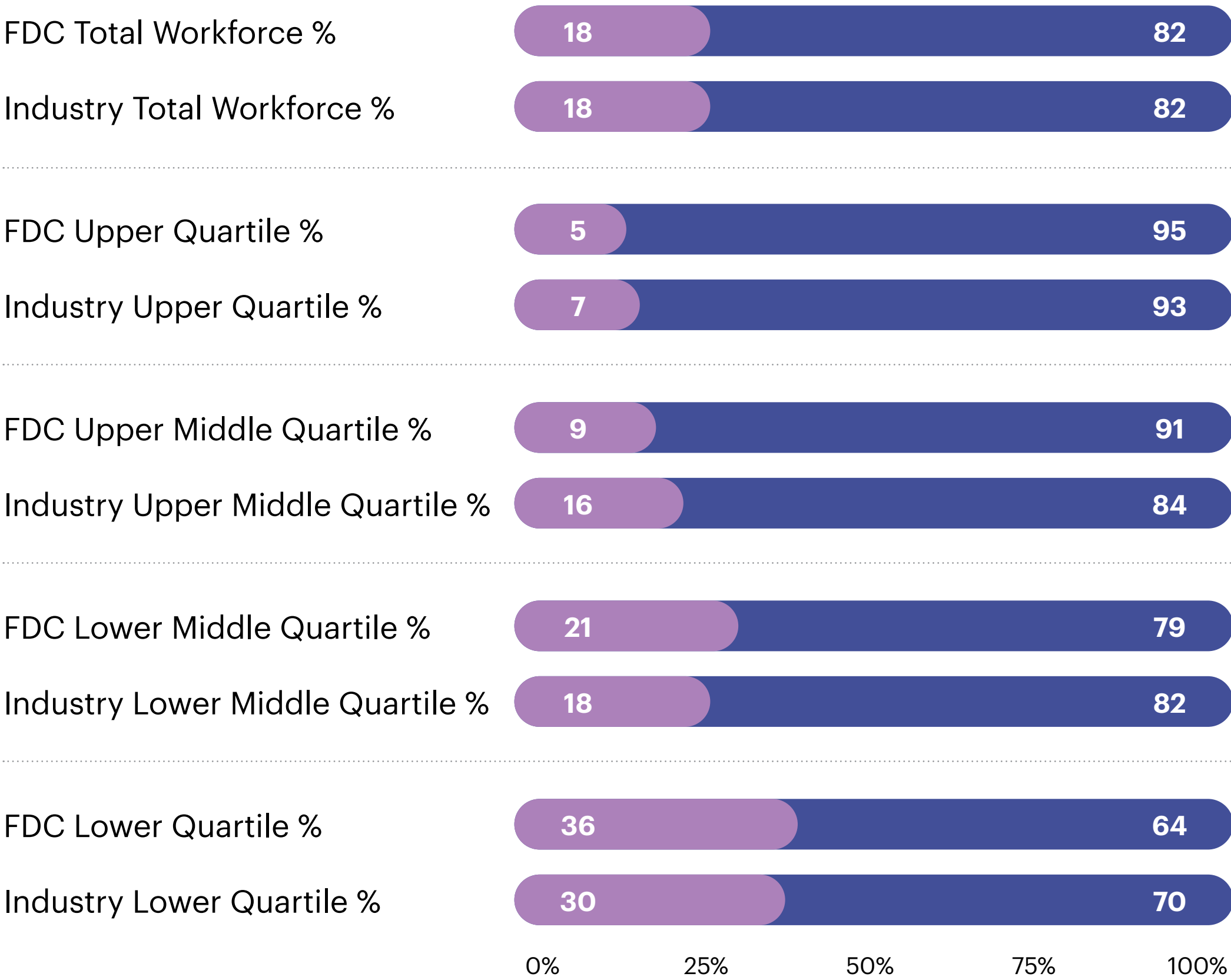
As a reflection we have less females in our higher pay quartiles.

Workforce composition by role

	Key Management Personnel		Managers		Non-Management	
	Women	Men	Women	Men	Women	Men
2020 - 21		100%	6%	94%	22%	78%
2021 - 22		100%	6%	94%	22%	78%
2022 - 23	15%	85%	9%	91%	24%	76%

Gender breakdown via pay quartile

Women Men



Our WGEA Industry Classification is: 3020 - Non-Residential Building Construction: Subdivision 30 - Building Construction.

05 Our actions

We are pro-actively undertaking many initiatives and actions to improve our gender diversity and reduce our WGEA GPG. Our key activity falls into three main areas:



Recruitment

Given our industry perception challenges, the pipeline of females coming into our industry is small. Breaking down these perceptions with information and education will be key to increasing the attraction of females into our industry.

Challenges

- Many perceptions exist about what a career in construction looks like for females.
- Construction typically is not tabled as a genuine career option for high school students so there is a high degree of naivety (with some exceptions such as architecture and design)
- There is very limited understanding within young women and women generally as to the type and variety of roles that are available.
- There is a relative lack of visible female role models to provide insight or show a pathway.

Key Actions

We created the Women in Construction Movement.

- On 1 July 2023 we launched the Women in Construction Movement with the assistance of the NSW Governments Women in Construction Industry Innovation Grant.
- The Movement is dedicated to advocating for and empowering Women in Construction and is our key strategic approach to attracting talented females to consider construction and join our team. The Movement is now an integral part of FDC’s ongoing business practices.
- Led by an experienced Program Manager, The Movement targets high school and university students, presenting to females the various career pathways available at FDC. We offer work experience, internships, day in the life, cadetships, scholarships and placements. We pride ourselves on our boots on the ground approach in getting our best female talent and role models in front of the next generation of young women to learn and hear firsthand the strong and exciting career pathways that awaits them in construction.
- We actively ensure our female team members are present in key job interviews and the recruitment process.
- We have set internal targets across each division and are on track to move our female representation in delivery teams from 10% to 15% nationally across FY24.
- We proactively targeted females in our national cadet campaign with 400 female applicants and a successful 44.4% hire rate, compared to a 6% hire rate in FY23.

WICM FY24 Achievements as at February 2024

- 9,050**
high school students
- 2,000**
parents
- 250**
teachers and career advisors
- 44**
percentage of female cadets hired
- 25**
events
- 6**
profile promotions of female talent
- 5**
industry award nominations
- 2**
paid tertiary scholarships



Women in Construction Movement



thewmovement.org



@thewmovement_

“My daughter told me about a presentation at her school yesterday. We found out it was FDC. Thanks for taking your time out to do this, you changed my daughters perspective of the construction industry, keep up the good work.”

- Structural Subcontractor



Retention

In a historically male dominated industry, the construction industry has been slower than others to address the needs of working mothers and women. Key to retaining female talent will be to ensure that we are able to build long term career paths, progress females through pathways into leadership and offer greater career flexibility to ultimately deliver a more balanced gender split at a Key Management Personnel and Manager level.

Challenges

- Historically less flexibility due to the requirement and complexity of some roles needing to be located onsite.
- Informal networks that are primarily males.
- At times unconscious bias in promotion decisions.
- Less of a need to think through gender requirements for career progression given the over representation of males.

Key Actions

We focussed on family.

- We have introduced a new 18-week Parental Leave Policy with reduced 12mth eligibility period and doubled the non-primary carers leave to 2 weeks.
- We continue to make voluntary superannuation contributions for up to 12 months, whilst our mothers are on parental leave, including their time of unpaid leave.
- We have introduced a new Doula Program, offering wellbeing support services to expecting mothers and parents. The service is delivered by FDC women who have undertaken a certified Doula training course and relevant mental health training. The role is ensuring the transition to motherhood and returning to work as smooth and enjoyable as possible with the least impact to expecting parents careers.
- We introduced a new flexible working arrangements policy, which offers additional flexibility to new parents returning to the workforce.
- Nationally we have set targets to include relevant FDC women at significant divisional and public events, such as Town Halls, Foreman's Meetings, industry panels and career expos with the aim of driving greater exposure internally of females for females.



Progression

Given our over representation of women in the lower to middle pay quartiles, our focus is continuing to identify talent for progression and providing clear pathways to see them achieve higher management positions in the short to medium term.

Challenges

- Low female pool within FDC with majority of females in lower to middle pay quartiles.
- Progression pathways require time.

Key Actions

We are illuminating the path for our talent to progress.

- We have 10 FDC women actively participating in the PCA 500 Women in Property Mentoring Program.
- We undertake annual succession planning, spotlighting women who have the potential to progress and providing informal mentoring opportunities to help them progress faster.
- We have introduced our Doula Program to better manage the return to work transition with the aim of reducing the progression gap.

03 Same job.
Same pay.



Same job. Same pay.

Each January we analyse a cross section of our workforce ensuring we have comparable like for like data across male and females annualised remuneration.

Our approach takes a sample of our female workforce and compares it directly with our male workforce who are from the same division or department, same title, same tenure in the role and who hold a similar level of experience and education. We do this to ensure we can get the clearest picture of gender pay equality across FDC.

In our January 2024 review, our sample managed to cover 25% of our female workforce, giving us a statistically significant sample size. Our findings confirmed that FDC continue to pay the same job, the same pay, regardless of gender. We will continue to undertake this analysis annually, to ensure pay equity remains embedded and consistent across our business.

Worked Example

Same job. Same pay.



- Stacey
- Project Manager
- 2 years in this role
- 8 years industry experience
- Holds a Bachelor of Construction Management
- Works part time*

- Ben
- Project Manager
- 2 years in this role
- 8 years industry experience
- Holds a Bachelor of Construction Management
- Works full time

Vs.

\$120,000 total annualised remuneration

\$120,000 total remuneration

For illustration purposes only and not representative of actual person, role or salary.

*Stacey's salary has been annualised for this worked example.

FDC

| **Made personal™**