

# WGEA Gender Pay Gap

FDC EMPLOYER STATEMENT 2025

For the reporting period 1 April 2023 - 31 March 2024

# Contents

Employer Statement

The WGEA Gender Pay Gaps Explained

Our WGEA Gender Pay Gaps

Understanding our WGEA Gender Pay Gaps

Our Actions: Recruitment, Retention, Progression

Same Job. Same Pay.

# 01 Employer Statement

FDC is pleased to present our Workplace Gender Equality Agency (WGEA) Employer Statement for 2025. In this statement, we detail our progress, and address the future actions taken by FDC to reduce the gender pay gap's (GPG's) within our business and the broader construction industry.

Over the past 18 months, we have made significant strides, including progress to increasing female representation in core business delivery roles, achieving a 50% female cadet intake nationally, and improving the proportion of women promoted internally. These efforts align with our commitment to long-term, sustainable change, despite the construction industry's historically male-dominated nature.

While we've made good progress, our Median Total Remuneration GPG has increased slightly in 2023/24, largely due to the success of our female cadet program, bringing more women into entry level roles. We remain focused on our long-term gender diversity success.

Our overall GPG's are primarily influenced by the underrepresentation of women in senior leadership roles, an industry wide issue that we are actively addressing. Through targeted leadership, and development programs, the setting of gender diversity targets in project delivery roles, and strategies such as our 50% female cadet intake program, we are successfully developing a pipeline of future female leaders across our business and the construction industry.

As an indication of progress, FDC is achieving above industry performance in our GPG's in 8 out of the 10 role types measured by WGEA. We acknowledge the need for consistent work in all areas, to ensure the continued advancement and progression of women at FDC and a consequent reduction in our GPG's

Key actions moving forward include, continuing to undertake annual pay equity audits, maintaining inclusive recruitment practices and channels, and expanding our focus on female retention. We also recognise the importance of continuing strong workplace culture, focusing on unconscious bias training, employee resource groups, and offering flexible work arrangements to support career progression for women.

FDC is committed to reducing the GPG's impact and fostering a more inclusive workforce. While we have made strong progress, we are dedicated to continuing our efforts to improve gender equality in our business and the construction industry. With sustained commitment and focused actions, we will create lasting change and set the foundation for future success.



A handwritten signature in black ink.

**BEN COTTLE**  
Non-Executive Chairman, FDC



A handwritten signature in black ink.

**RUSSELL GRADY**  
Managing Director, FDC

# 02 The WGEA GPG's explained



## Our WGEA GPG

- WGEA calculates the gender pay gap for base salary and total remuneration in two ways: average and median. How these GPG's are calculated are shown to the right.
- The WGEA pay gaps are 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.
- A positive WGEA GPG percentage indicates that average or median male remuneration is higher than average or median female remuneration.
- A negative WGEA GPG percentage indicates that average or median female remuneration is higher than average or median male remuneration.

### WGEA Pay Gap – AVERAGE Remuneration 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.

$$\frac{\text{Average female total remuneration} - \text{Average male total remuneration}}{\text{Average male total remuneration}} \times 100$$

### WGEA Pay Gap – MEDIAN Remuneration Calculation

The WGEA GPG shows the difference in the median total remuneration of women and men in a business, expressed as a percentage of the median male total remuneration.

$$\frac{\text{Median female total remuneration} - \text{Median male total remuneration}}{\text{Median male total remuneration}} \times 100$$

**NOTE:**

- The calculation includes all employees and employee types (part time and casuals included) except for, 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.

## Potential WGEA GPG Influences

- Disproportionate number of men or women in higher paid roles.
- Disproportionate number of men or women in lower paid roles.
- Industries with a historical gender bias – i.e. construction, engineering, agriculture, piloting, firefighting, clergy, finance.
- Level 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's



## Our WGEA GPG over time

The table to the right show our overall Gender Pay Gaps for the reporting period 1 April 2023 to 30 March 2024.

Our Median Total Remuneration GPG has increased slightly to 34.8% in this period due to an increase of females in lower and lower middle quartile roles. This was an expected outcome of our Cadet Program delivering 50% female cadets nationally. The Cadet Program aims to build a strong pipeline of future female leaders and we are already seeing a positive impact in the composition of females moving up through our pay quartiles.

	2021-22	2022-23	2023-24
<b>Average (Mean) Total Remuneration GPG</b>	33.3%	31.5%	34.5%
<b>Median Total Remuneration GPG (FDC's primary reporting GPG)</b>	35.1%	33.8%	34.8%
<b>Average (Mean) Base Salary GPG</b>	32.1%	29.7%	29.6%
<b>Median Base Salary GPG</b>	36.7%	34.6%	30.5%

- 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.



## Our WGEA GPG compared to Industry

The table to the right shows our Average Total Remuneration GPG compared to industry\*.

In 7 out of the 10 role areas measured our GPG has reduced YOY and in 8 out of the 10 role areas measured we are performing better than industry.

Managers Roles	2021-22	2022-23	2023-24	Industry
All Managers	15.9%	20.9%	18.3%	20.2%
Key Management Personnel		25.9%	22.2%	35%
Senior Managers	12.0%	18.6%	17.4%	20.6%
Other Managers	12.0%	18.5%	20.7%	18.2%

### Non-Managers Roles

All Non-Managers	19.4%	18.6%	28.0%	24.5%
Professionals	27.5%	16.1%	13.3%	13.3%
Technicians and Trade	30.7%	24.2%	9.7%	21.1%
Clerical and Administration	23.8%	2.6%	11.6%	19%
Labourers	12.1%	12.7%	5.5%	16.2%
Other	9.2%	9.3%	-2.9%	-2.9%

Indicates our GPG is further from zero than the mid-point employer GPD for the comparison group

Indicates our GPG is equal of closer to zero than the mid-point employer GPD for the comparison group

\*Industry is defined as: 3020 - Non-Residential Building Construction with 500 – 999 employee range.

Note:

- Roles are not shown if there is only one gender represented in that role.
- Blank squares are shown when no one is reported in that role for that reporting year.
- NP is shown when data is not publishable for that role for confidentiality reasons.
- In 2023-24 CEO and HOB remuneration has been included in the Key Management Personnel and All managers categories.

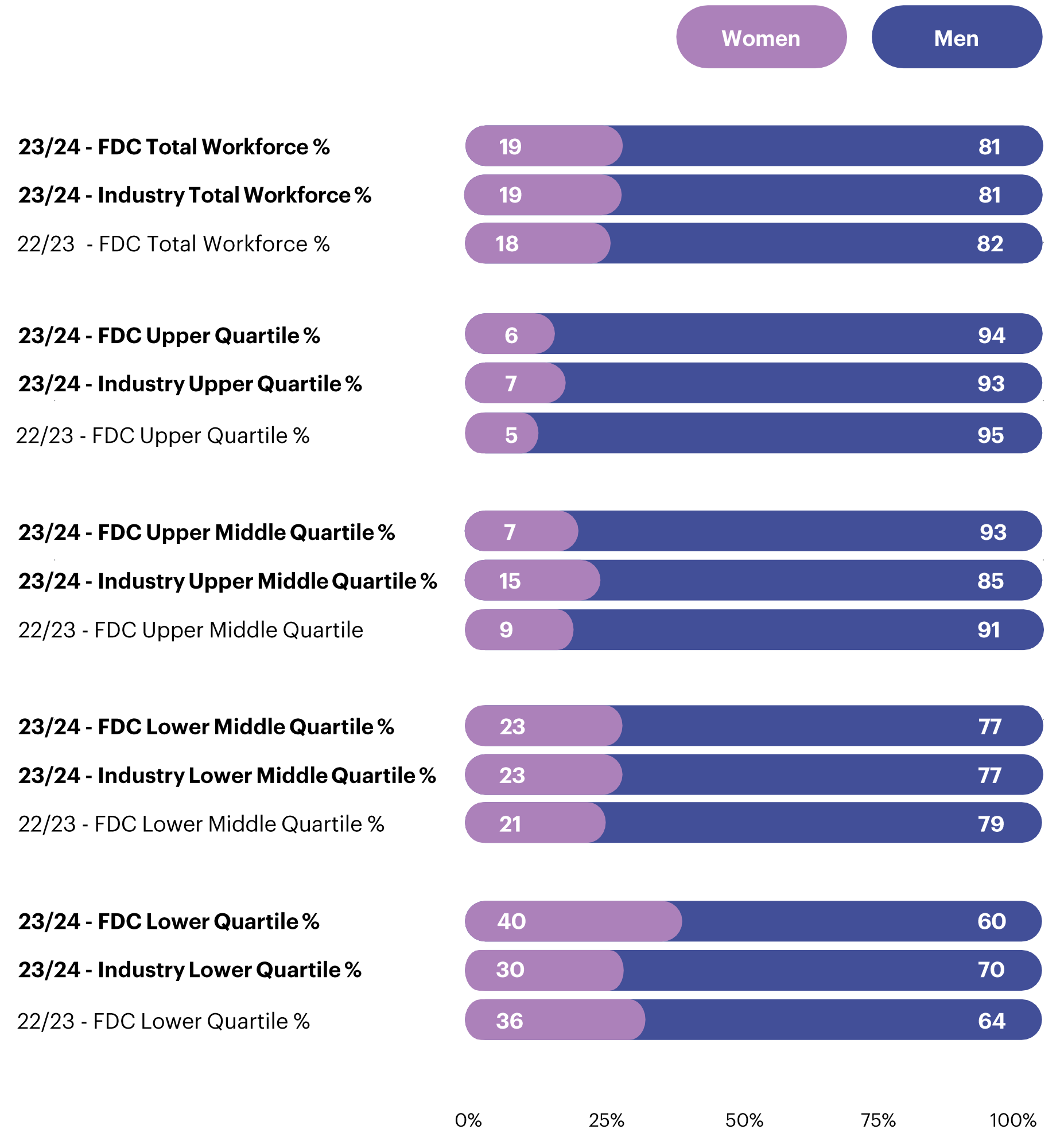
# 04 Understanding our WGEA GPG's



## Our gender breakdown via pay quartile.

We remain focussed on our longer-term gender diversity strategy by widening the pipeline of females into our business through our National Cadet Program.

The success of our efforts can be seen by the increase of females in the lower quartile (recruited in reporting year) and the flow on from prior years recruiting to lower middle quartiles.



# 05 Our actions

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

Recruitment

Retention

Progression



# Recruitment

## 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 remain focussed on recruiting for a future pipeline of female leaders.

- We continue to promote our Women in Construction Movement platform to high schools and at career fairs targeting females prior to leaving high school. We showcase strong female role models and offer work experience, scholarships and internships to encourage consideration of our industry and sector as a career.
- We invest in our annual National Cadet Program to drive 50% gender diversity in placements. Utilising a targeted digital media campaign across Meta and LinkedIn we have driven our female cadet recruitment from 6% placement rate in FY23 to 50% in FY25.
- We actively ensure our female team members are present in key job interviews and the recruitment process.



Advertisement example from our National Cadet Campaign promoting FDC female leaders and the benefits of construction to females.

# Retention

## 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 remain focused on investing in female team members.**

- We have had great success and adoption of our national Maternity Leave Program, offering wellbeing support services to expecting mothers and parents. The service is delivered by FDC mums who have undertaken a certified Doula training course and relevant mental health training. The role ensures the transition to motherhood and their return to work is as smooth and enjoyable as possible. We aim to minimize impact to expecting mums careers and ensure they feel valued, included, and part of the team on their maternity leave.
- We continue to offer flexible working arrangements, 18-weeks parental leave with voluntary superannuation contributions for up to 12 months.

**Maternity leave,  
Made personal.**



Invest in women.  
Accelerate their  
progress.



Our National FDC Doulas, Ash Nicholson – Marketing Lead, NSW Construction and Shannon Sarris, Finance Assistant delivering a bespoke maternity leave program for FDC mums.

# Progression

## 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 undertake annual succession planning, spotlighting women who have the potential to progress and providing informal mentoring opportunities to help them progress faster.
- Across the reporting period, 29% of all appointments to manager roles (including promotions) and 31% of all appointments to non-manager roles (including promotions) were female. These results are significant when compared to a total female workforce of 19%.
- We appointed our first female General Manager in ACT, Elise Klarenbeek. Elise was an internal promotion and has been instrumental in the growth of the ACT business since joining FDC in 2017. With more than 17 years of industry experience and a diverse portfolio of projects successfully delivered, Elise is well placed to lead the next phase of our growth in ACT.



Elise Klarenbeek, General Manager – ACT

03 Same job.  
Same pay.





## Same job. Same pay.

Each year 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 latest annual like for like review (February 2025), our sample covered approximately 30% of our female workforce, giving us a statistically significant sample size. This represents an increased sample size from last years 25%. Our findings confirmed once again 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, as it always has been.

## 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<sup>®</sup>**