



January 2026

# ESG Strategic Framework 2026-2028

Work Safe.  
Live Well.

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# FDC and ESG - It's Not Just What We Deliver, But How We Deliver That Matters

## Environmental

*How we consider our environmental impact.*

- Biodiversity Management and Loss Reduction
- Climate Change Mitigation
- Emissions Reduction
- Renewable Energy Use
- Sustainable Building Practices and Procurement
- Waste and Hazardous Materials Management
- Landfill Reduction
- Re-Use, Recycling, Circularity
- Design to Deconstruct and Disassemble
- Air Pollution (non GHG) and Wastewater Management

## Social

*How we consider our staff, clients, community, and all stakeholders.*

- Modern Slavery and Forced Labour
- Ethical Labour Practices and Human Rights
- Indigenous Participation and Heritage
- Diverse and Responsible Procurement
- Gender Diversity and Equality
- Equal Opportunity, Anti-Discrimination and Mutual Respect
- Health and Safety Management
- Community Engagement

## Governance

*How we manage our legal and moral obligations.*

- Board and Senior Management Engagement
- Policies and External Disclosures
- Governance Structure
- Strategic Oversight and Accountability
- Legal, Moral and Stakeholder Obligations
- Supply Chain Management
- Anti-Bribery and Corruption
- Code of Conduct and Grievance Management
- Data Privacy and Cyber Security

# FDC ESG Strategic Framework 2026 - 2028

Strategic Focus	Emission Reduction	Diverse, Responsible, Sustainable Procurement, and Practices	Modern Slavery and Forced Labour	Indigenous Participation and Heritage	Gender Diversity and Equality
Objectives	Improve Environmental and Climate Outcomes	Improve Social and Economic Outcomes Improve Environmental and Sustainability Outcomes	Reduce Potential for Human Harm in our Supply Chains	Increase Indigenous Opportunities Improve Indigenous Outcomes Contribute to Reconciliation	Culture of Confidence Support, Satisfaction, Encouragement, Performance, Career Path Clarity  No "Gender Adversity"
Desired Outcomes	Baseline Carbon Assessment  Public Disclosure Statement  Recommendations - Reduction and Offset Strategy - Target Setting - Implementation Plan - Ongoing Reduction Plan  Continued increase in Sustainability Rated Projects Delivery  Ongoing ESD Training  Alignment with Science Based outcomes	Increased Staff Skills/Accreditation - GBCA, NABERS, ESD, other  Design and Efficiency Improvements  Client Satisfaction Industry Recognition - Awards  Social Impact Statement  FDC Sustainability Management Plan  Improved Social Procurement Practices	Improved Supplier Awareness and Response  MS Statement – Compliant and Improved  Increased Project Team Awareness  Remedial Tools and Actions Identified  Improved MS Procurement Practices	Increased Engagement  "Innovate" RAP Milestones and Deliverables achieved.  Employment Opportunities  Community Engagement  Improved Indigenous Business Procurement and Participation Practices	Ongoing improvement in FDC Female  - Presence in Delivery Roles (Target 15%) - Cadet Intakes (Target 50%) - Retention - Development/Internal Progression  Workplace Gender Equality Agency  - Ongoing Re-Certification - Pay Gap –Reporting Improvement - Gender Pay Gap Reduction - Ongoing
Actions and Tools	Third Party Assessments and Engagements - Scope 1, 2 and 3 GHG Emissions Profile - Reduction Innovations - Strategies Aligned with Science Based pathways  ASRS Sustainability Reporting Obligations	Diverse and Responsible Procurement - Training - Tender Interviews - Social Traders - Women Owned Businesses - Supply Nation  Sustainability Training and Awareness - Green Star, NABERS, WELL, LEED, Other - Procurement - Sustainable Design	Review Procurement Procedure  Procurement Staff Training - General Awareness - Tender Interviews - Third Party Supplier Assessments	Procurement Staff Training - Supply Nation - MOB Training - Reconciliation Australia Support Services - Community Initiatives  RAP Deliverables and Actions	Policy Reviews and Improvements  Senior Management Statement  WGEA Employer Statement  Like/Like Pay Analysis - Ongoing  Doula Program  Women in Construction Movement
Responsibility	ESG Manager, Carbon Working Group, All.	ESG Manager and Divisional Champions, Design and Project Teams, All.	ESG Manager and Divisional Champions, Project Teams, All.	ESG Manager, RAP Champions, All	ESG Manager, Women's Working Group, All.
Accountability	ESG Manager	ESG Manager	ESG Manager	ESG Manager	COO

# Environmental, Social, Governance (ESG)

## Senior Management Statement

Since our Founding in 1990, it is the safety and responsible management of our people and our environment, that will always remain our top priority.

“It’s not just what we deliver, but how we deliver that matters to us”.

The FDC ESG Strategic Framework 2026 - 2028 determines the key areas of our strategic focus and the Objectives, Actions, Outcomes and Governance of our Environmental, Social, Ethical and Sustainability practices.

These practices are embedded in FDC management systems and form an integral part of how we conduct our business.

Our management processes and systems are constantly reviewed and improved, to ensure that FDC remain best practice in everything we do and remain the partner of choice in the Australian building and construction industry.

FDC are aware of our responsibilities as a business, and the opportunities we have to use our sphere of influence to make a meaningful difference to the things that are important to us, our clients, and our communities.

# Environmental, Social, Governance (ESG)

## Senior Management Statement

### FDC are committed to:

- Procure goods and services that are responsibly and sustainably, sourced and produced,
- Ongoing assessment and review of our Scope 1, 2 and 3 GHG Emissions and waste resulting from our business operations,
- Implement the most sustainable design and construction practices available to us to deliver the lowest emission, low waste, built product possible,
- Reduce the potential for human harm in the supply chains of the labour, goods, and services provided to FDC,
- Increase engagement with diverse and under-represented suppliers, to improve social outcomes and impact,
- Provide fair and equal opportunities for employment and career progression at FDC, free of any gender, social, cultural bias, or judgement,
- Create a supplier and employee base that best aligns with FDC values, and the expectations detailed in our own Code of Conduct and Ethics.

*Our ESG Strategic Framework is fully endorsed by FDC Directors and Senior Management.*

# Gender Diversity and Equality

## Senior Management Statement

The construction industry is the most male dominated workforce in Australia, and this brings with it inherent challenges and barriers to driving gender diversity. Our actions on Gender Diversity and Equality have significantly contributed to FDC being regarded as an employer of choice, attracting the strongest candidates available and offering the same market leading career opportunities, no matter your gender.

Gender Diversity and Equality is a key pillar of focus in the ESG Strategic Framework. FDC are committed to continue to take measures to ensure that we offer a workplace that is equal in opportunity and reward, and is supportive of the specific measures required to ensure that all current and prospective team members at FDC suffer no additional barriers or bias in beginning, continuing, or advancing their careers at FDC.

We acknowledge the commercial and social benefits to FDC, our team and clients of having a workforce that is rewarded equally on merit, balanced in its composition, and diverse in its thought. Staff retention, satisfaction, wellbeing, and collaboration are key contributing factors to the success of FDC over more than 35 years.

The pride in our reputation determines that we maintain and continually improve upon the practices that allow these factors to survive and thrive.

# Gender Diversity and Equality

## Senior Management Statement

FDC management constantly review our human resourcing practices to ensure that we offer a workplace that equally attracts, retains, and rewards the females in our industry and business. We acknowledge that a commitment to flexible work practices, and support at times of need and want, are key factors that FDC needs to offer, to ensure that we all feel valued and confident in our careers.

Our recent reviews have resulted in improvements to our policies and practices regarding issues such as Parental and Special Leave, Return to Work, Flexible Working, Recruitment and Retention, Maternity Leave (Doula) Support Program, Like/Like Remuneration Reviews, Carer Support, Anti-Harassment and Bullying, amongst others. We aim to ensure that there is no "gender adversity" in our business.

We are proud of the fact that the 20% female participation in our workforce exceeds that of the industry average. However, we acknowledge and plan that this level of participation needs to increase at both a quantum and corporate distribution level.

Our project and delivery teams all benefit from the diversity of thought and experience, that come from increased levels of female and cultural participation across those teams. We are proudly on track to achieve our target of having 15% of our Female employees in project delivery roles. The resulting benefits to our clients, our staff, and our business is what drives our ambition and determination to be the very best that we can be.

FDC have been compliance certified by the Workplace Gender Equality Agency (WGEA) since its inception and produce an annual WGEA Employer Statement.

We are proud that by our actions and reputation, FDC remain an employer of choice in the Australian building and construction industry.

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