

# WGEA Gender Pay Gap

EMPLOYER STATEMENT 2026

Reporting Period 1 April 2024 – 31 March 2025

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Same Job. Same Pay.

## Employer Statement

FDC is proud to present our Workplace Gender Equality Agency (WGEA) Employer Statement for the reporting period 1 April 2024 – 31 March 2025.

Our overall Gender Pay Gap (GPG) reflects the structural composition of the construction industry, where women remain under-represented in senior operational and leadership roles. For 2024–25, our Median Total Remuneration GPG was 31.9%, a reduction from the prior years 34.8%. This gap reflects workforce composition rather than inequitable remuneration for comparable roles.

Equal pay for like-for-like roles is a legal requirement and a non-negotiable standard at FDC. In February 2025, we undertook our annual like-for-like pay equity review, assessing approximately 30% of our female workforce across comparable role groups. This analysis confirmed equitable remuneration outcomes for comparable roles, tenure and experience.

We remain committed to long-term, sustainable change. During the reporting period, we strengthened female recruitment through our National Cadet Program, supported retention through enhanced parental leave and flexible work arrangements and accelerated progression into leadership roles.

Women represented 19% of appointments to manager roles and 28% of appointments to non-manager roles during the reporting period — in line with, or materially above, overall female workforce representation of 19%.

Our commitment extends beyond compliance. We are focused on building a stronger pipeline of future female leaders, embedding equitable processes across recruitment and progression and fostering a workplace where women can build long-term careers in construction.

Reducing the GPG requires sustained structural change. FDC remains committed to transparent reporting, measurable progress and deliberate action over the long term.

To support this focus, FDC has developed a formal Gender Diversity Framework, consolidating the strategies and actions embedded across our business in recent years.

FDC is committed to improving both our GPG outcomes and the lived experience of women working within our business and the Australian building and construction industry.



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

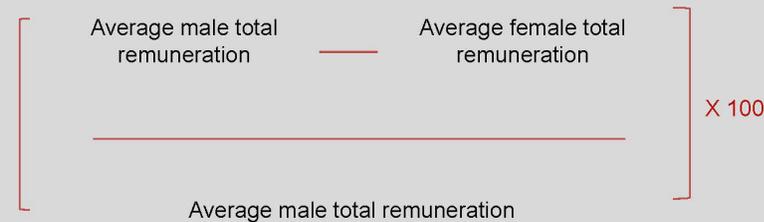


## Our WGEA GPG

- WGEA calculates the GPG for base salary and total remuneration in two ways: average and median. How these GPGs are calculated is 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.

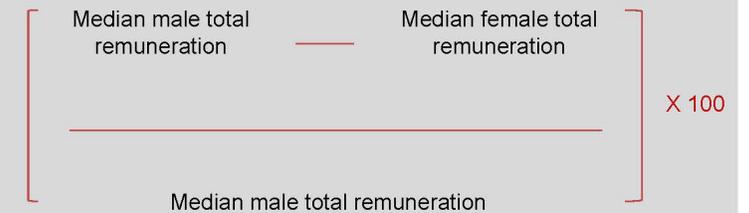
### WGEA Pay Gap – AVERAGE Remuneration Calculation

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.



### 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.



**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

Our overall gender pay gap reflects the structural composition of our workforce within the construction sector.

In 2024–25, our Average Total Remuneration gap reduced to 31.7%, a 2.8 percentage point improvement on the prior year. Median Total Remuneration reduced by 2.9 percentage points to 31.9%.

Base salary gaps remain relatively stable year-on-year, reinforcing that our overall gap is primarily influenced by workforce representation rather than pay equity within comparable roles.

As a construction business, the under-representation of women in senior operational and site-based roles continues to be the primary driver of our headline figure.

Sustained reduction will be achieved through increased female participation and progression into senior leadership pathways — a clear long-term priority.

All employees	2022-23	2023-24	2024-25
Average total remuneration	31.5%	34.5%	<b>31.7%</b>
Median total remuneration	33.8%	34.8%	<b>31.9%</b>
Average base salary	29.7%	29.6%	30.0%
Median base salary	34.6%	30.5%	31.2%

- Part-time/casuals/part year employees are annualised to full-time equivalent
- The GPG calculation does not include voluntary salary data submitted for CEO, Head of Business(es), overseas managers and causal 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

Our 2024–25 results reflect continued structural progress across key workforce segments.

The GPG reduced year-on-year in 5 of the 9 comparable underlying role categories, with particularly strong movement in Senior Manager, Clerical & Administrative and Labourer classifications.

In 2024–25, we performed equal to or better than the industry comparison group in 5 of the 10 comparable categories, with notable outperformance in Technicians & Trade and operational workforce segments.

As a construction business, our overall gap remains influenced by workforce composition, particularly the under-representation of women in senior operational leadership roles. Remuneration for comparable roles is governed by structured, gender-neutral frameworks.

Further improvement will be driven by sustained progress in female representation at senior levels.

	2022-23	2023-24	2024-25	Industry GPG 2024-25
<b>All Managers</b>	20.9	18.3	16.9	14.6
Key Management Personnel	25.9	22.2	20.5	28
Other Executives / General Managers	NP	NP	38.7	28.5
Senior Managers	18.6	17.4	9.9	8.7
Other Managers	18.5	20.7	17.5	14.4
<b>All Non-Managers</b>	18.6	28.0	24.5	23
Professionals	16.1	13.3	15.8	16.1
Technicians and Trade	24.2	9.7	12.1	23.1
Clerical and Administrative	2.6	11.6	-3.8	4.8
Labourers	12.7	5.5	-11.9	6.8
Other	9.3	-2.9	14.2	NP

Indicates our GPG is further from zero than the min-point employer GPD for the industry group

Indicates our GPG is equal or closer to zero than the min-point employer GPD for the industry group

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

# 04

## Understanding our WGEA GPG's



## Our gender breakdown via pay quartile

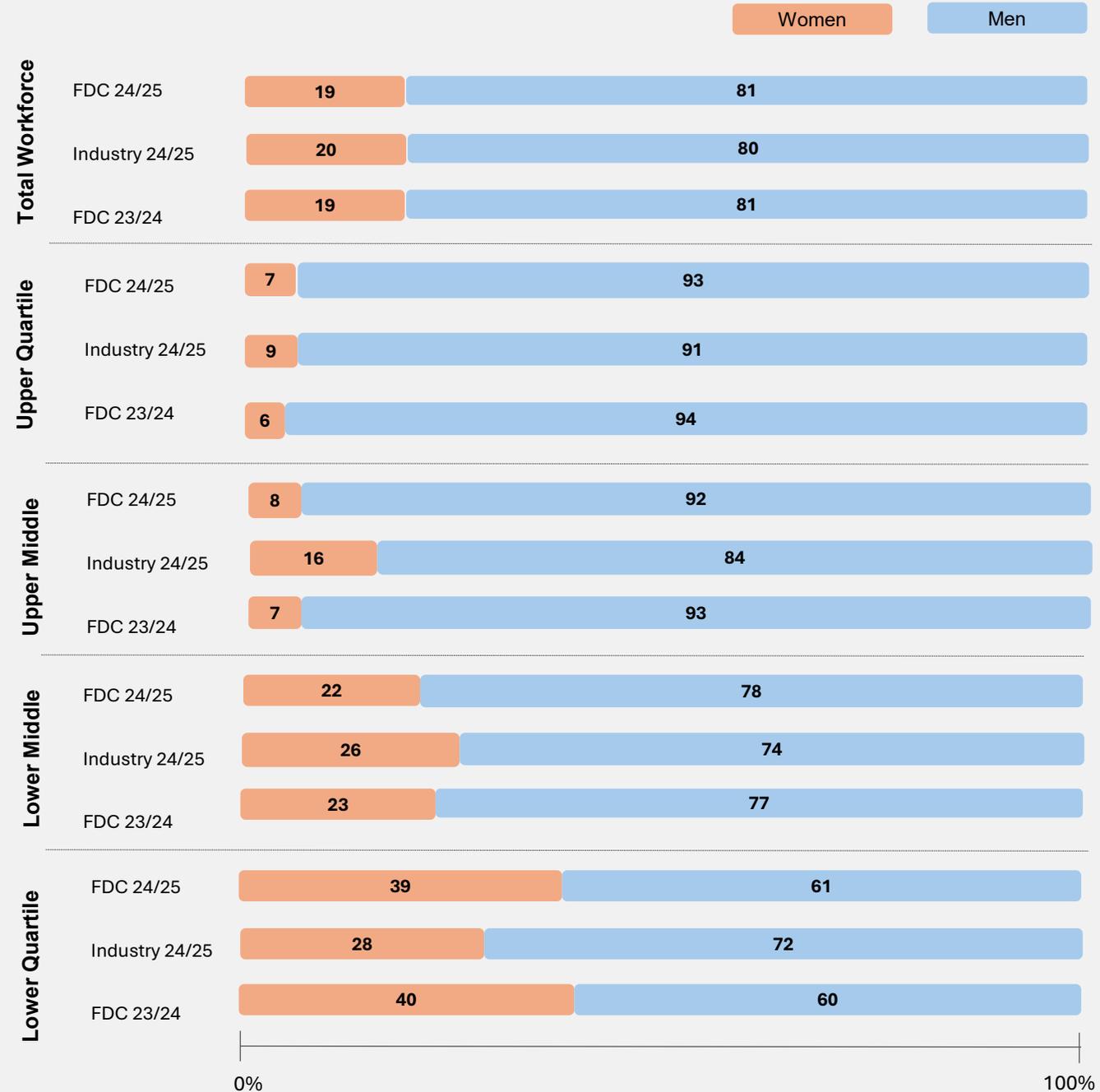
Our pay quartile data highlights the structural driver of our overall GPG.

Women represent 19% of our total workforce, broadly aligned with our industry comparison group. Representation declines in the upper pay quartiles, where women comprise 7% of the Upper Quartile and 8% of the Upper Middle Quartile.

Female representation increases in the Lower Quartile (39%). This reflects both the composition of our industry and our deliberate focus on early-career pathways, including our national cadet program, which targets 50% female participation annually. Strengthening female representation at entry level is a critical lever in building long-term leadership capability.

The concentration of women in lower pay quartiles and under-representation in senior operational roles remains the primary structural contributor to our overall gender pay gap.

Sustainable improvement will be achieved through continued progression of women into senior operational and commercial leadership roles — a clear strategic priority for our business.



# 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

The construction industry continues to face structural barriers limiting female participation:

- Construction is not widely perceived as a primary career pathway for young women.
- Female participation in operational and site-based disciplines remains low nationally.
- Competition for experienced female talent is high due to industry-wide underrepresentation.
- Workforce composition directly influences overall GPG outcomes.

These factors impact the pace at which representation can shift across senior pay quartiles.

### Key Actions

**During the reporting period, we focused on strengthening our early-career pipeline and improving female conversion rates through recruitment processes.**

#### National Cadet Program

During the reporting period, 22 cadets were hired, of which 8 were female (36% representation). Female applicants comprised 21% of total applications, indicating improved conversion outcomes at selection stage.

#### Targeted Early-Career Outreach

Through the Women in Construction Movement, we continued structured engagement with schools, universities and industry networks to increase female interest in construction pathways.

#### Structured & Inclusive Recruitment Processes

Diverse interview panels and consistent assessment frameworks were applied to support equitable appointment outcomes.

Strengthening female representation at entry level remains a foundational lever in long-term leadership development.



Targeted recruitment campaign aimed at attracting more women into construction through FDC's Cadet Program, supporting sustainable pipeline growth.

## Retention

### Challenges

Sustained female participation in construction is impacted by structural industry factors:

- Operational and site-based roles often require physical presence, limiting historical flexibility in some functions.
- Informal networks and sponsorship pathways have traditionally favoured male-dominated leadership structures.
- Career progression can be disrupted during parental leave transitions.
- The over-representation of men in senior operational roles compounds progression challenges.
- These dynamics influence both leadership representation and the overall GPG.

### Key Actions

**We are focused on retaining and progressing female talent through structured support and leadership pathways.**

#### **Enhanced Parental Leave Framework**

We provide 18 weeks paid parental leave, with voluntary superannuation contributions for up to 12 months. Our national Maternity Leave Program includes trained internal doulas to support transition into and back from parental leave, reducing career disruption risk.

#### **Flexible Work Integration**

Flexible working arrangements are embedded across corporate and project teams where operationally viable, supporting long-term career sustainability.

#### **Progression & Sponsorship Pathways**

Female talent identification is integrated into performance reviews and succession planning to ensure visibility, sponsorship and progression into operational and commercial leadership roles.

#### **Leadership Accountability**

Gender representation metrics are reviewed as part of divisional workforce planning to ensure sustained focus on female retention and advancement.

## Progression

### Challenges

While recruitment is improving, progression requires sustained structural effort:

- Female workforce representation remains 19%, limiting the available pool for senior appointments.
- Women are disproportionately represented in lower and middle pay quartiles.
- Operational leadership pathways require tenure and project experience, extending progression timelines.
- Historical industry norms have limited female sponsorship and visibility in senior roles.

These dynamics influence representation in upper pay quartiles and the overall GPG.

### Key Actions

**During the reporting period, we focused on accelerating female progression through structured workforce planning and promotion outcomes.**

#### Promotion Outcomes

Women represented 19% of all appointments to manager roles (including promotions) and 28% of all appointments to non-manager roles during the reporting period — in line with, or materially above overall female workforce representation of 19%.

#### Structured Succession Planning

Annual succession reviews identify high-potential female talent and embed development plans within divisional workforce strategy.

#### Pipeline Maturation

Our cadet and early-career cohorts continue to transition into operational and commercial roles, strengthening the future pool of promotable female talent.

#### Retention Stability in Early Career Cohorts

Cadet departure rates remain moderate across divisions, supporting long-term pipeline development and progression continuity.

Improving representation in upper pay quartiles will be achieved through sustained progression at manager and senior operational levels.

08  
Same job.  
Same pay.



## Same job, same pay

Equal pay for comparable roles is a legal requirement and a non-negotiable standard within our business.

Beyond compliance, we undertake an annual like-for-like remuneration review to ensure gender pay equity remains embedded and consistently applied across the organisation.

Each year, we analyse a statistically significant sample of our workforce, comparing male and female employees within the same division, role title, tenure band and experience profile. Remuneration is annualised to ensure full-time equivalency and accurate comparison.

Our most recent review (February 2025) assessed approximately 30% of our female workforce — an increase from 25% in the prior year — providing robust coverage and statistical confidence.

The findings confirmed that for comparable roles, responsibilities and experience, remuneration outcomes are equitable regardless of gender.

This annual review forms part of our governance framework and ensures pay equity remains structurally embedded across the 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\*

**\$120,000 total  
annualised remuneration**



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

**\$120,000 total  
remuneration**

**Vs.**

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

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

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