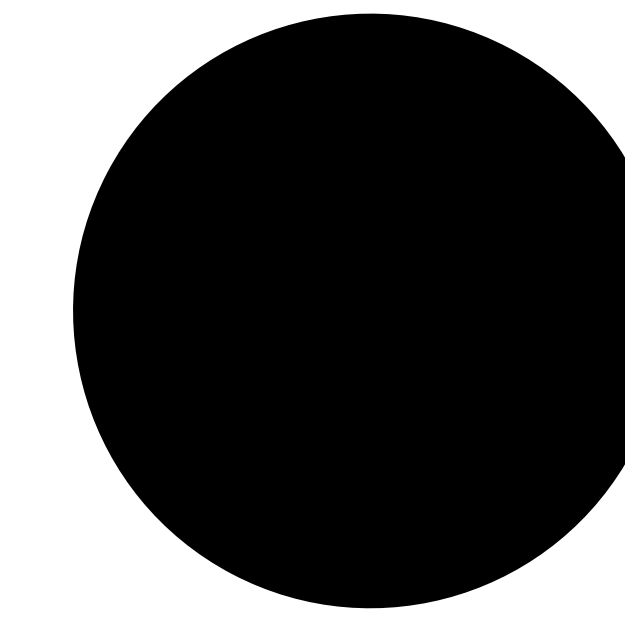
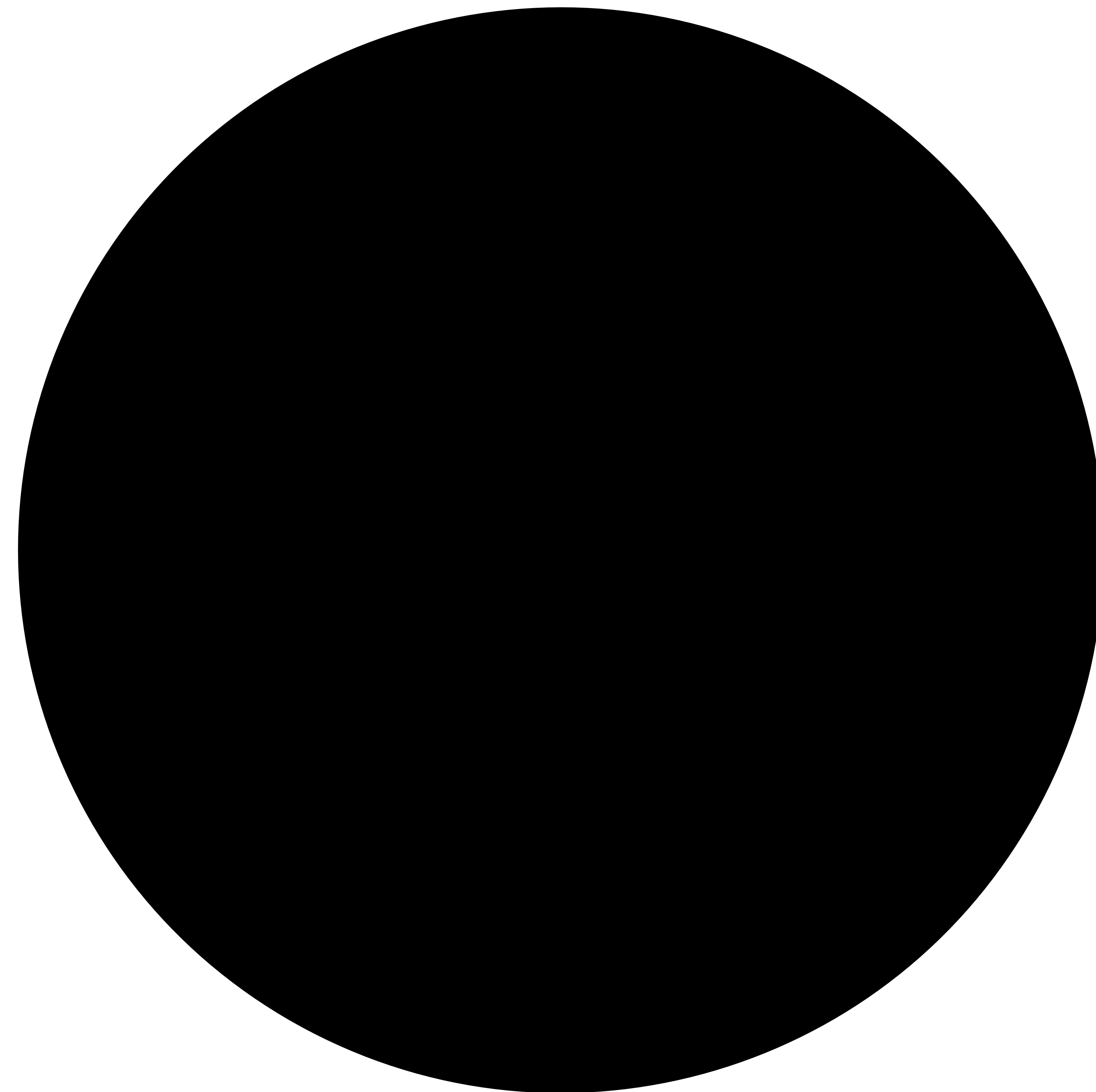


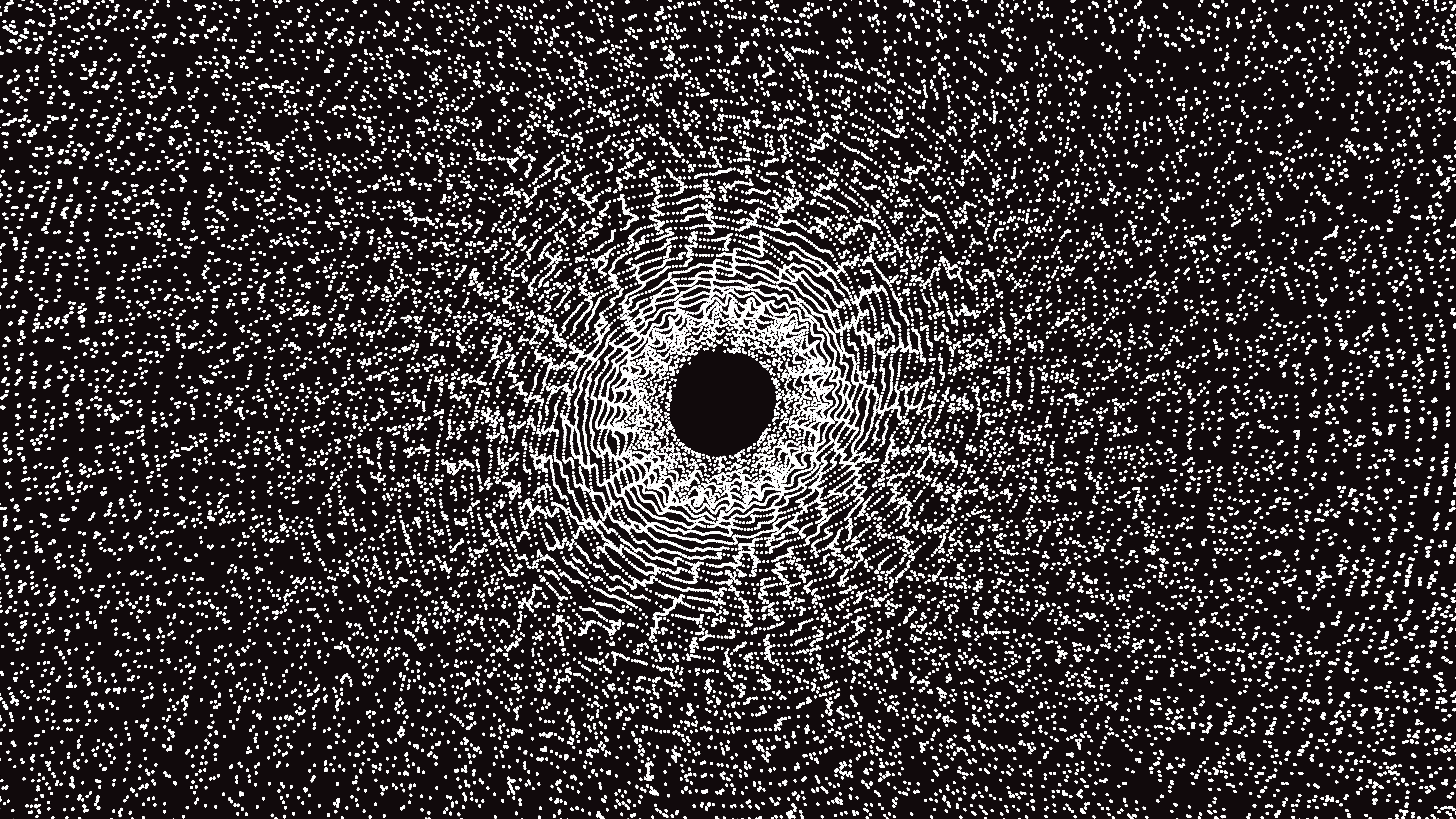
→ EVERYTHING IN OUR UNIVERSE IS MADE FROM SIX FUNDAMENTAL PARTICLES. A MYRIAD OF SIMPLE CAUSE AND EFFECT RELATIONSHIPS BETWEEN THESE SHAPE THE FORMATION OF PLANETS, STARS, SOLAR SYSTEMS AND US. AN INTERACTION BETWEEN TWO ATOMS CAN RESULT IN A CHAIN OF EVENTS THAT CREATES A GALAXY. ITS COMPLEXITY IS CREATED BY SIMPLE LAWS REPEATING OVER AND OVER AGAIN.

**FSC**

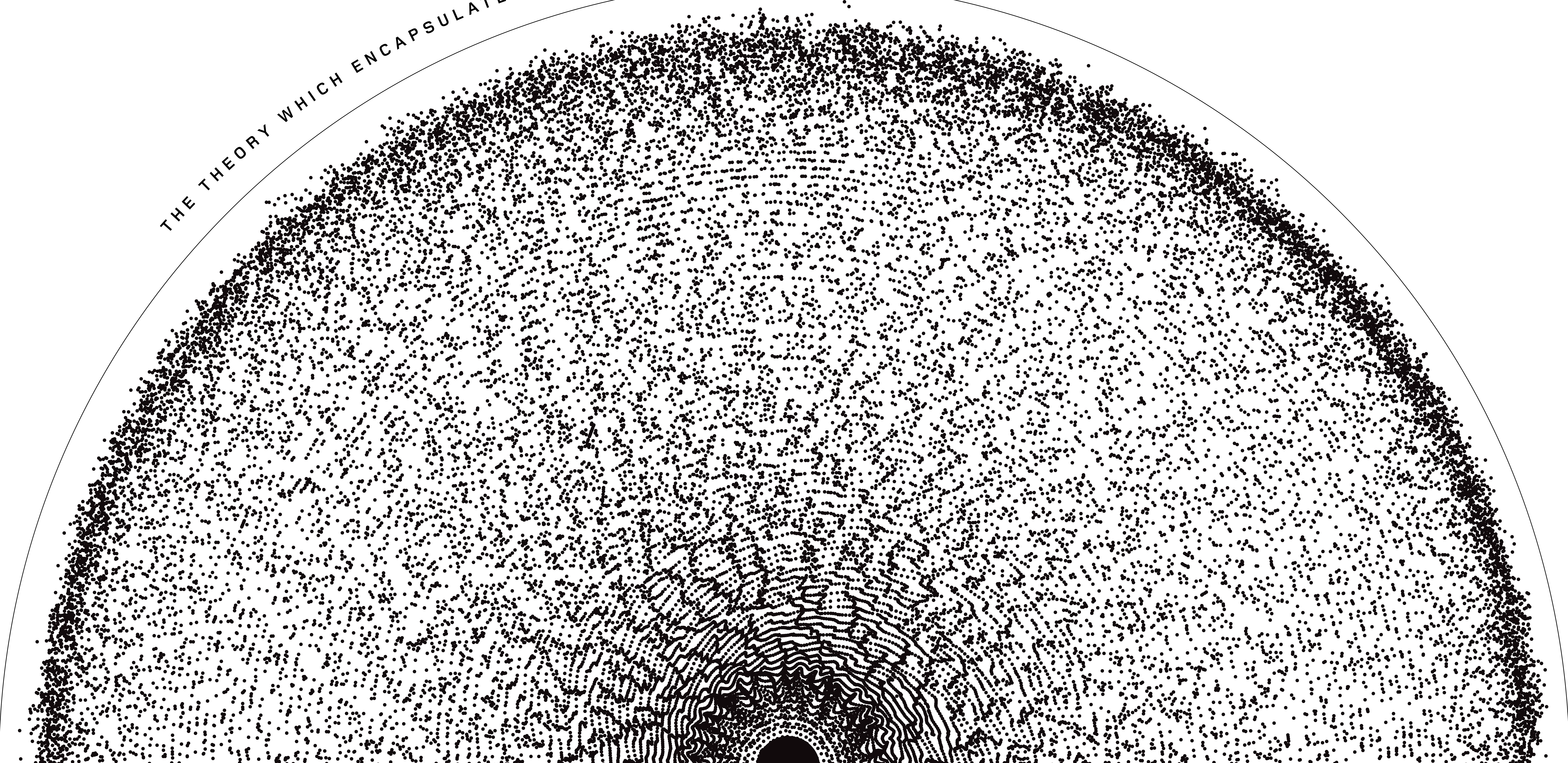
UP QUARK  
DOWN QUARK  
ELECTRON  
GLUON  
GRAVITON  
PHOTON

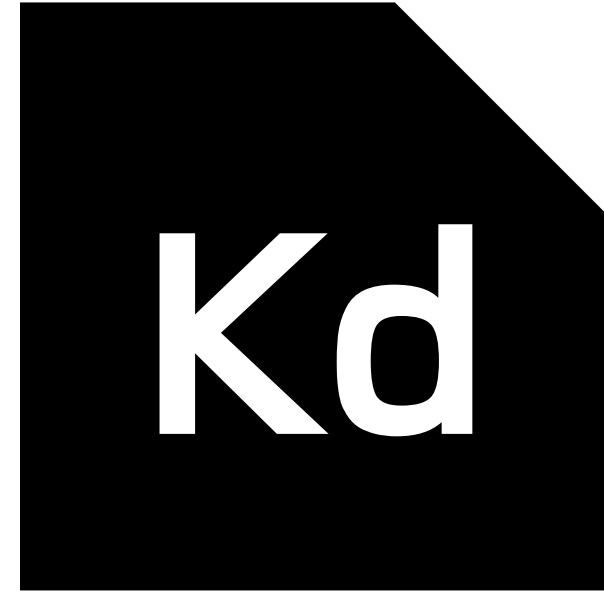


FSC CULTURE



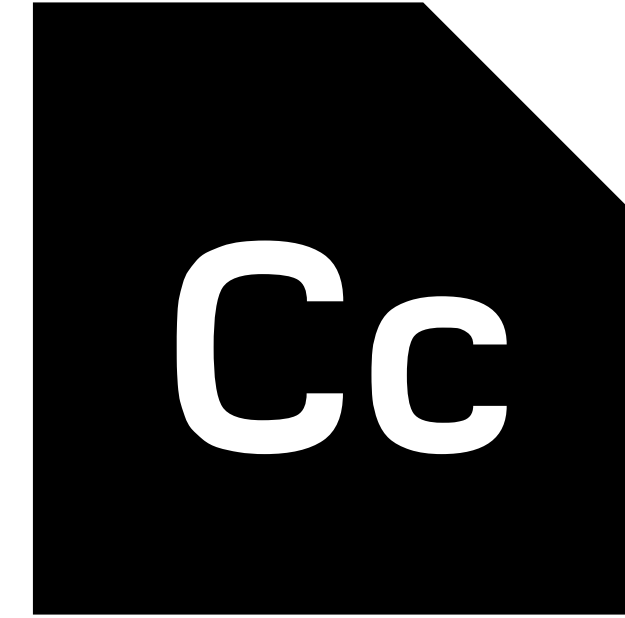
THE THEORY WHICH ENCAPSULATES FSC AND OUR COMPANY ETHOS





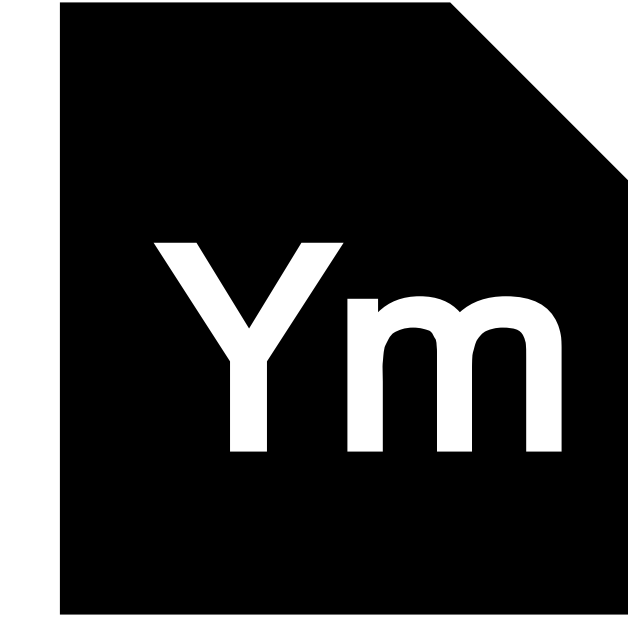
**KEY DIRECTIVE**  
KNOWING OUR DIRECTION

+



**CULTURAL CORE**  
INVESTING IN OUR CULTURE

+



**YOUR MISSION**  
LIVING OUR VALUES

What is FSC? Where are we headed? How does it actually function? And what is it that we care about? This book you hold in your hands is the culmination of many discussions amongst the team, long walks and years of hard work. This is a unique communication tool to describe how we as a team think about FSC. We don't think about business in a traditional way, in fact, not much about FSC could be described as traditional. We respect tried and true ways of doing things but like to put our own new spin on them.

The FSC universe communicated in this handbook outlines how we think of FSC as a complex organism that is governed by certain principles and values. We understand that FSC is actually a system of interactions between people rather than a rigid hierarchical machine.

We have more in common with the way that nature interacts and self perpetuates than a machine built for one specific purpose. This type of business is not only more sustainable in an increasingly complex world, it is more egalitarian, more fun to be a part of and allows the creation of new and exciting things.

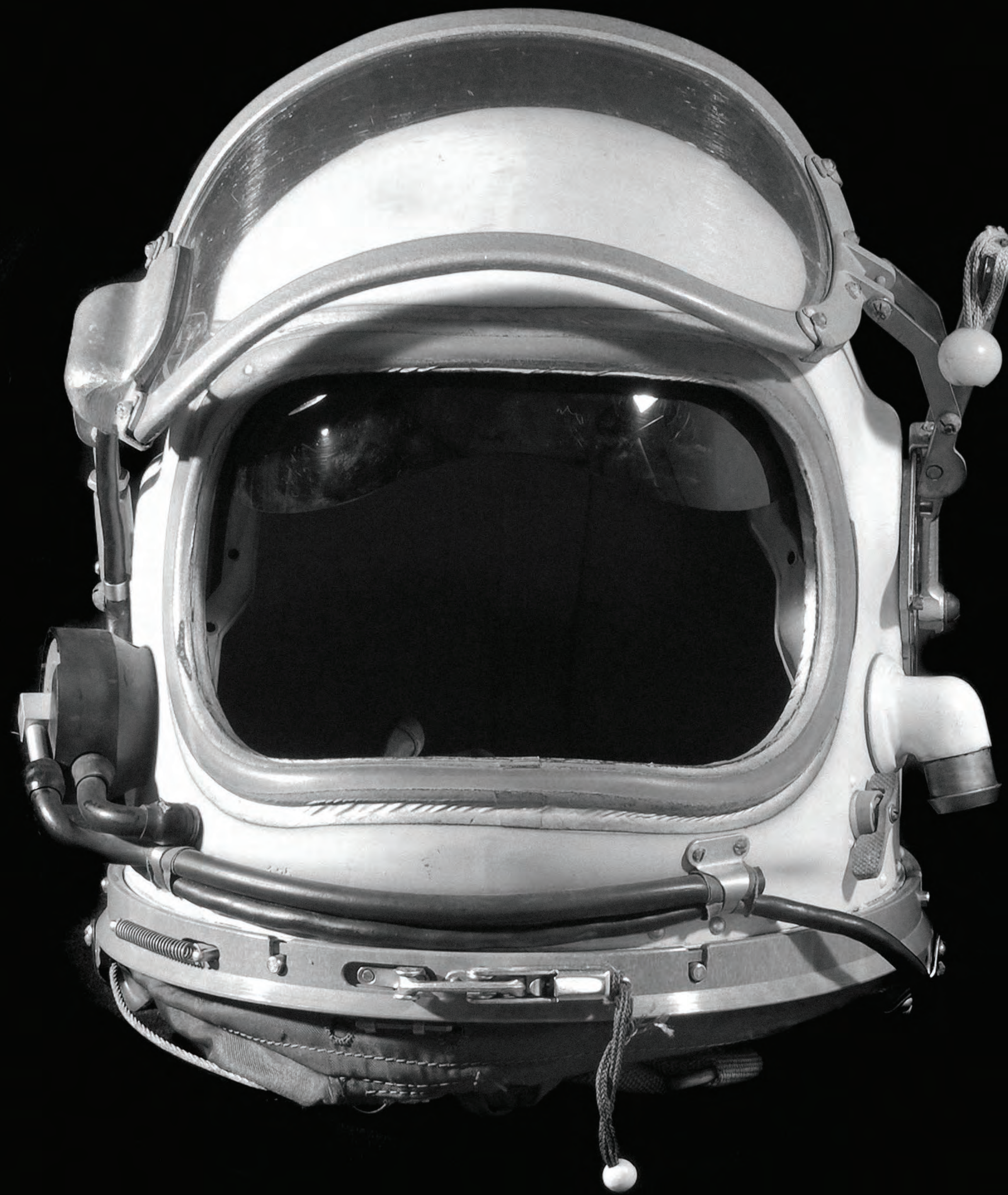
We believe that by defining this system and the strategy behind it, as well as where we are headed and what we care about, we will enable each employee to succeed personally while benefiting the team as a whole. As you work your way through the book, we encourage you to take the time to understand each section and how they work together, as well as ask questions. We value the discussions this will generate. Also, please come back to it regularly to check that we are on course, your voice and input is essential to the continued existence of the FSC universe, we are the elemental particles.

The first section of the handbook and the pages preceding this one introduce our strategy, the meaning of the document and the why behind it all. The second section talks to our Key Directive, in essence where we are headed. This is followed by a visual representation of our Universe and an explanation of the contents of our Cultural Core, which is what we will invest in to keep us together and bring the meaning of FSC to life. Lastly, the Your Mission section describes the role we can all play as individuals within the universe to ensure it continues to evolve. We hope you find this useful and we look forward to what, using these principles, we can create into the future.

---

**WE CAN'T WAIT TO CONTINUE  
TO BUILD THIS UNIVERSE  
FROM A SOLAR SYSTEM,  
TO A GALAXY AND BEYOND.**







FSC IS A GROUP OF COMPANIES POWERED  
BY PEOPLE WHO WANT SOMETHING  
DIFFERENT FROM THEIR WORK



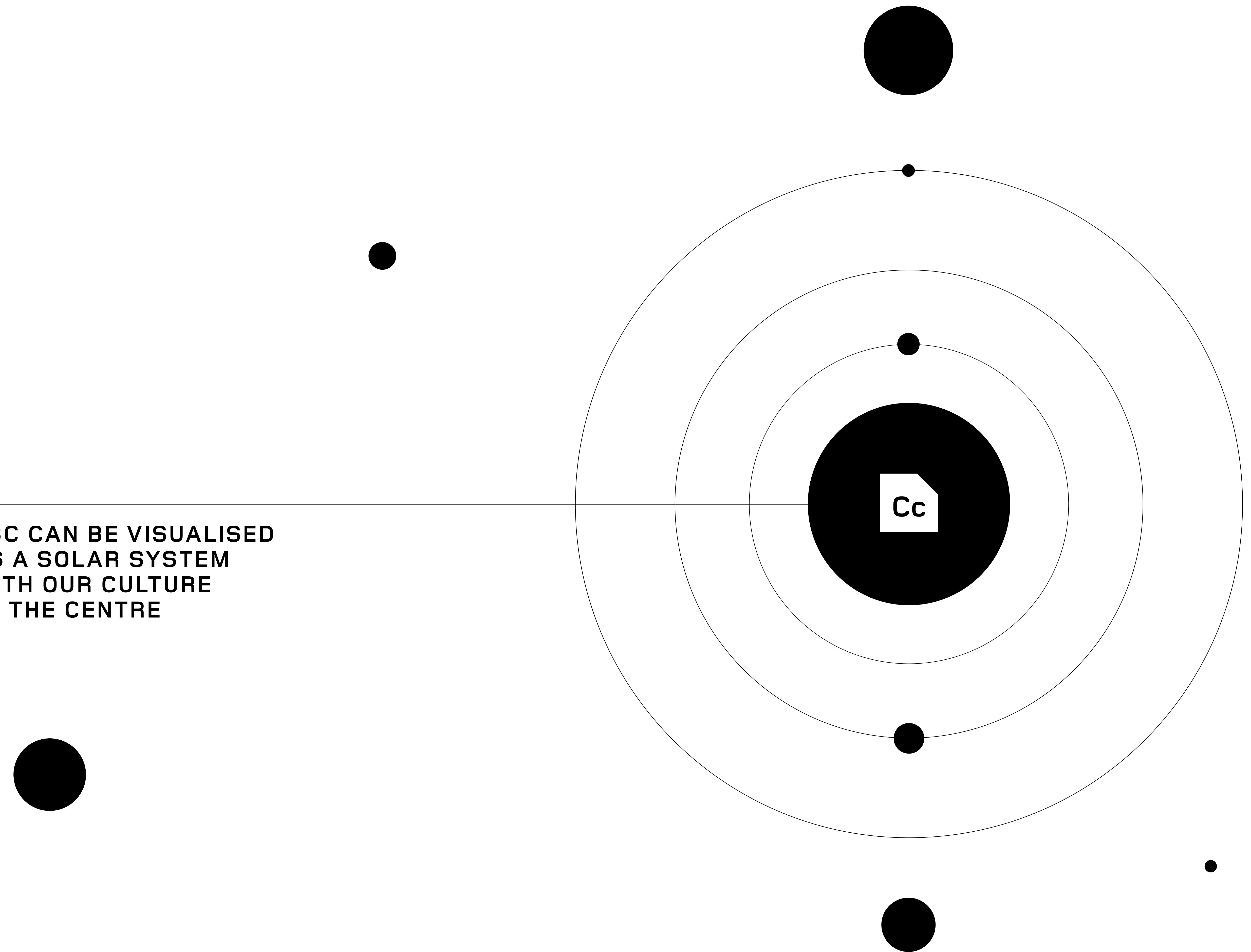
**WE WANT**

**SOMETHING**

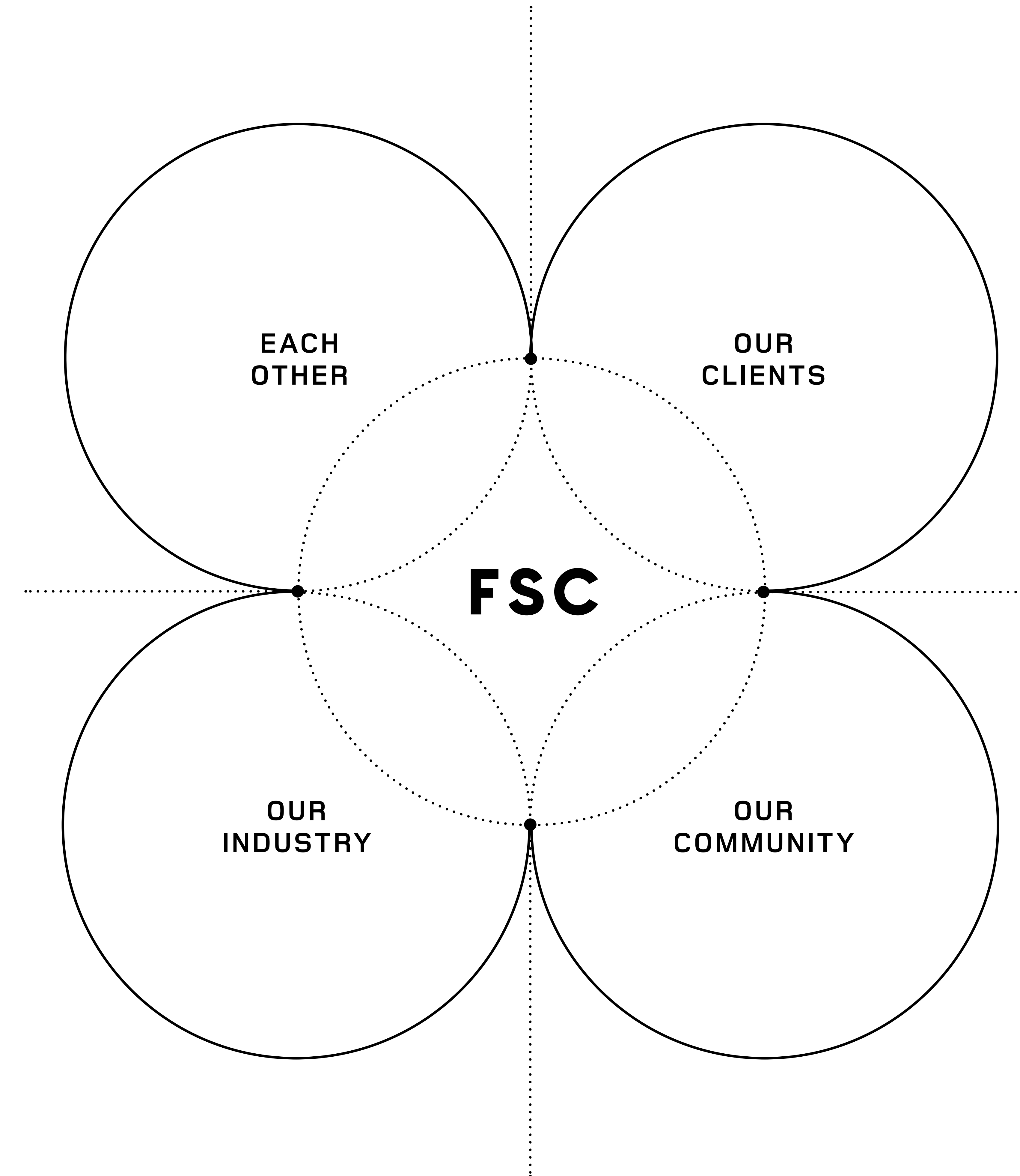
**DIFFERENT**

We are a team of talented, creative and caring individuals who have come together to create a unique community. We provide engineering services to the Infrastructure market. As a group, we have major divisions who help each other find and deliver projects. And we're just getting warmed up.

→ **FSC CAN BE VISUALISED AS A SOLAR SYSTEM WITH OUR CULTURE AT THE CENTRE**

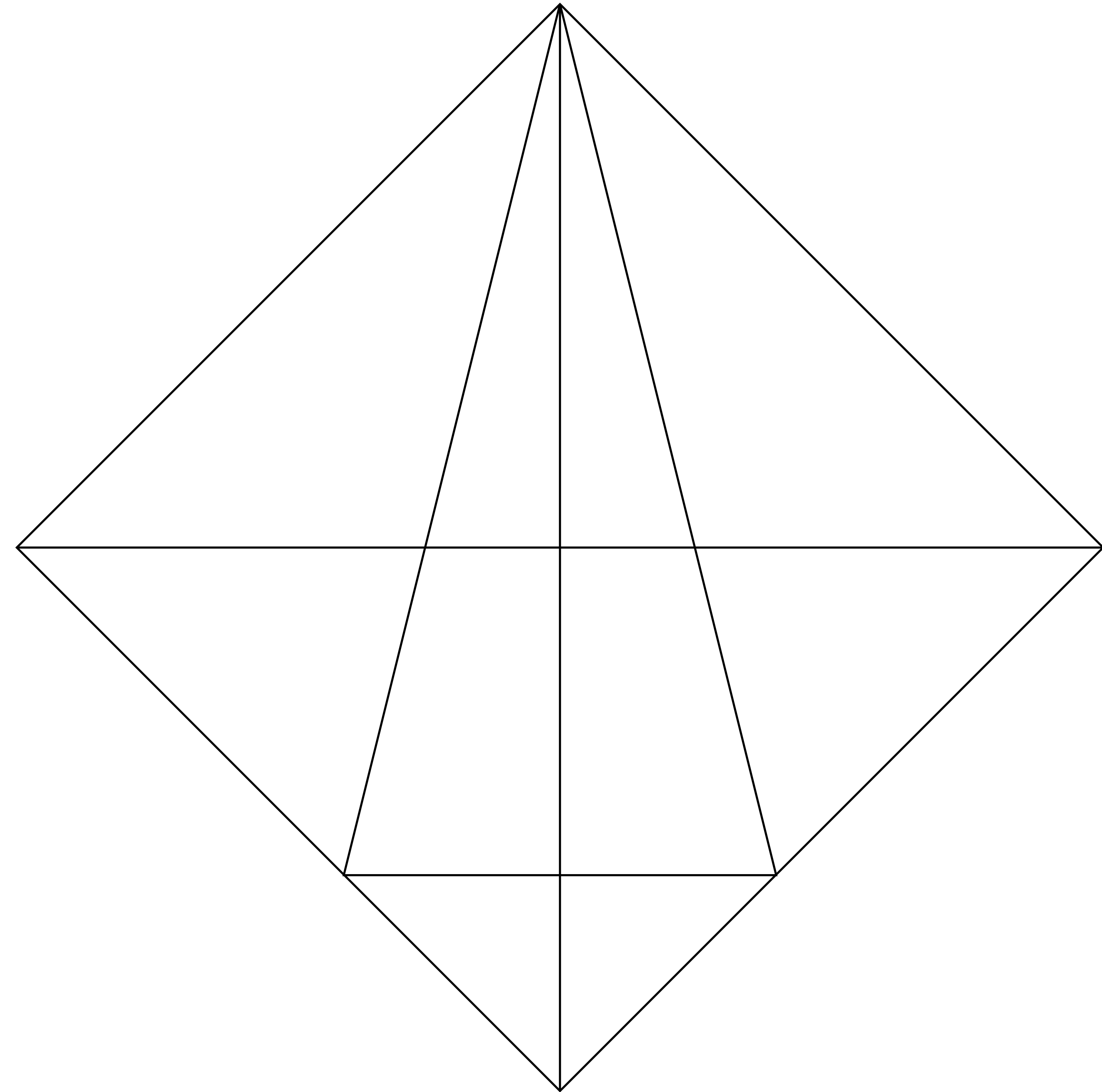


**→ TO ACHIEVE OUR  
LONG TERM GOALS  
WE MUST BE  
ENGAGING IN WORK  
WHICH IMPACTS ALL  
OF THESE GROUPS  
POSITIVELY →**



---

←  
WORK WE ARE PROUD OF  
COMES DIRECTLY FROM OUR  
UNIVERSE AND ITS PEOPLE



**Kd** INPUT

**KEY DIRECTIVE**

KNOWING OUR DIRECTION

+ Where we are headed & the actions required to make it a reality

**Cc** INPUT

**CULTURAL CORE**

INVESTING IN OUR CULTURE

+ The features that represent the FSC culture that we will continue to invest in

**Ym** INPUT

**YOUR MISSION**

LIVING OUR VALUES

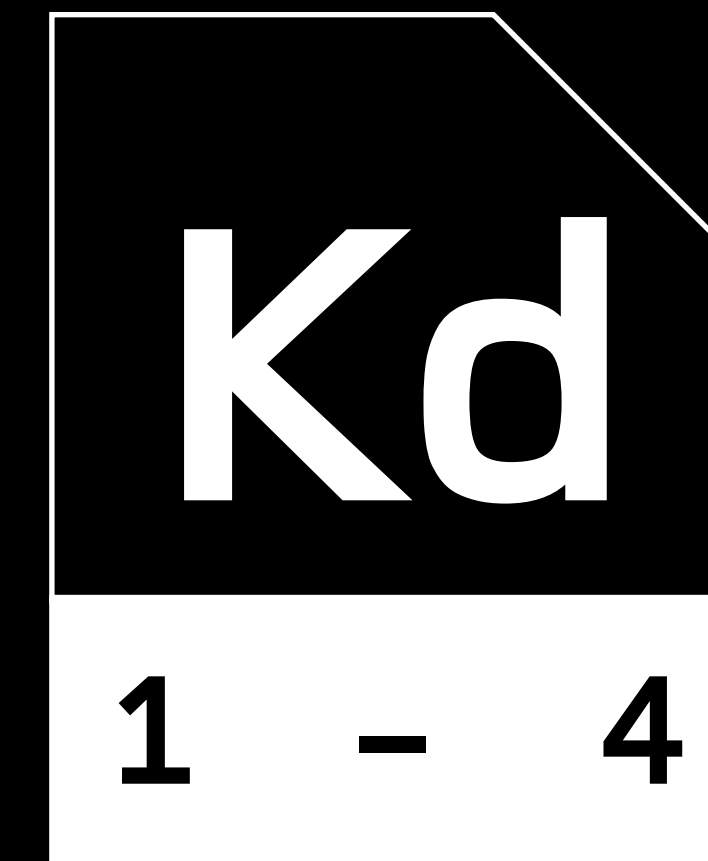
+ What we can all do as individuals to push each other and FSC forward

**FSC** OUTCOME

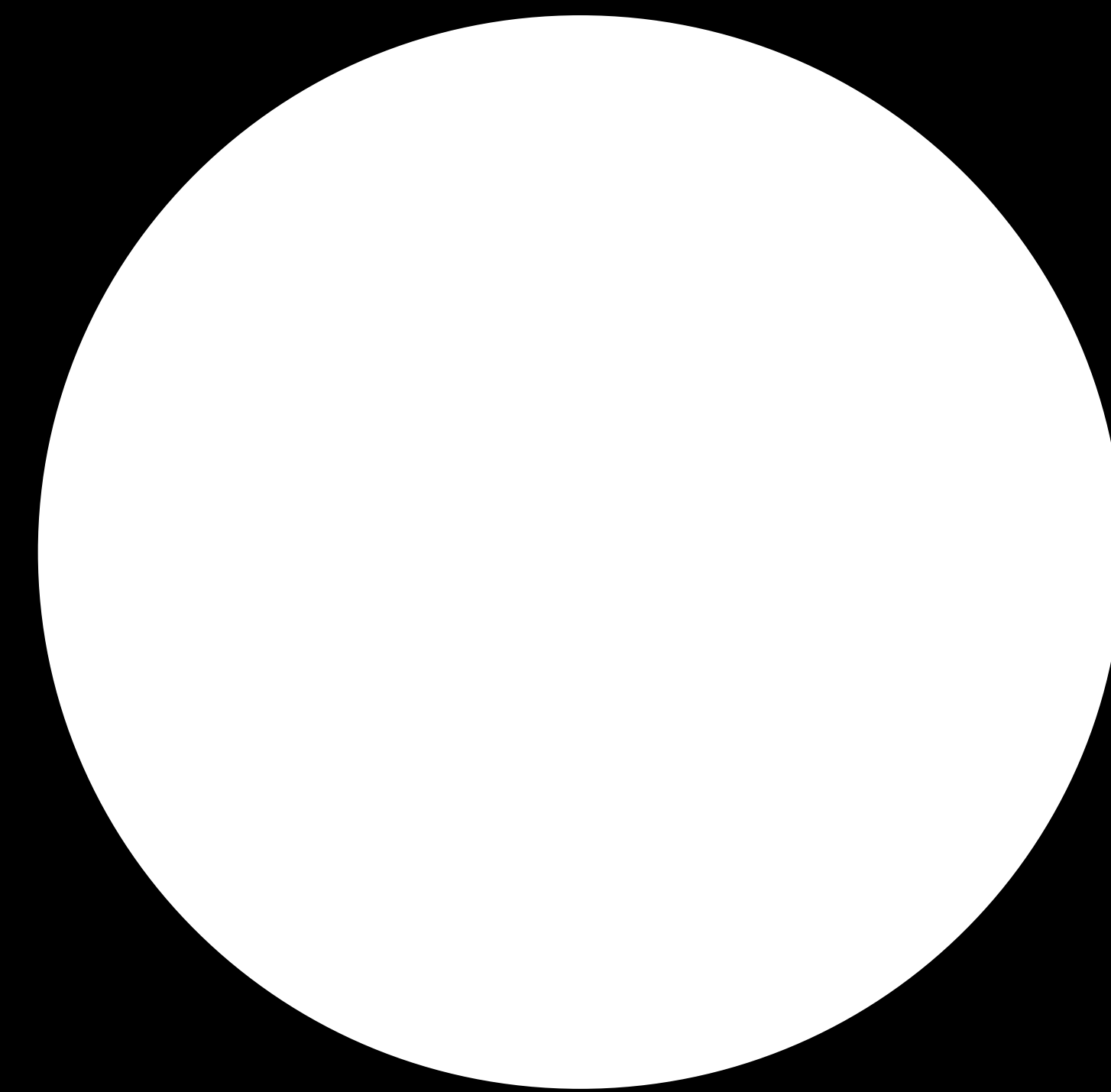
EQUALS

**ORGANISATION WE →  
ARE ALL PROUD OF**

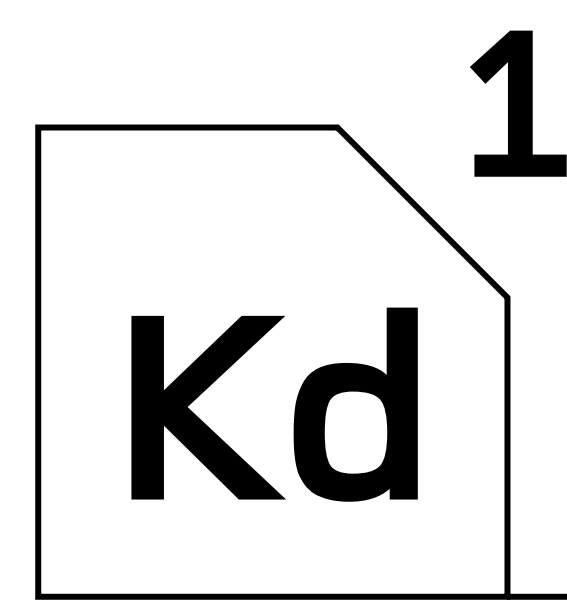
→ OUR KEY DIRECTIVE  
IS TO CONSISTENTLY  
REINVENT WHAT  
A COMPANY CAN  
DO FOR PEOPLE →



# KEY DIRECTIVE



FSC DOESN'T HAVE A FINAL DESTINATION, RATHER IT WILL ALWAYS BE EVOLVING. WE CAN'T SAY EXACTLY WHERE WE WILL BE IN 5 YEARS, OR 10 YEARS, BUT WE ARE IN CONTROL OF WHERE WE ARE HEADED. WE ARE GOING TO FOCUS ON FOUR AREAS TO ACHIEVE OUR KEY DIRECTIVE.



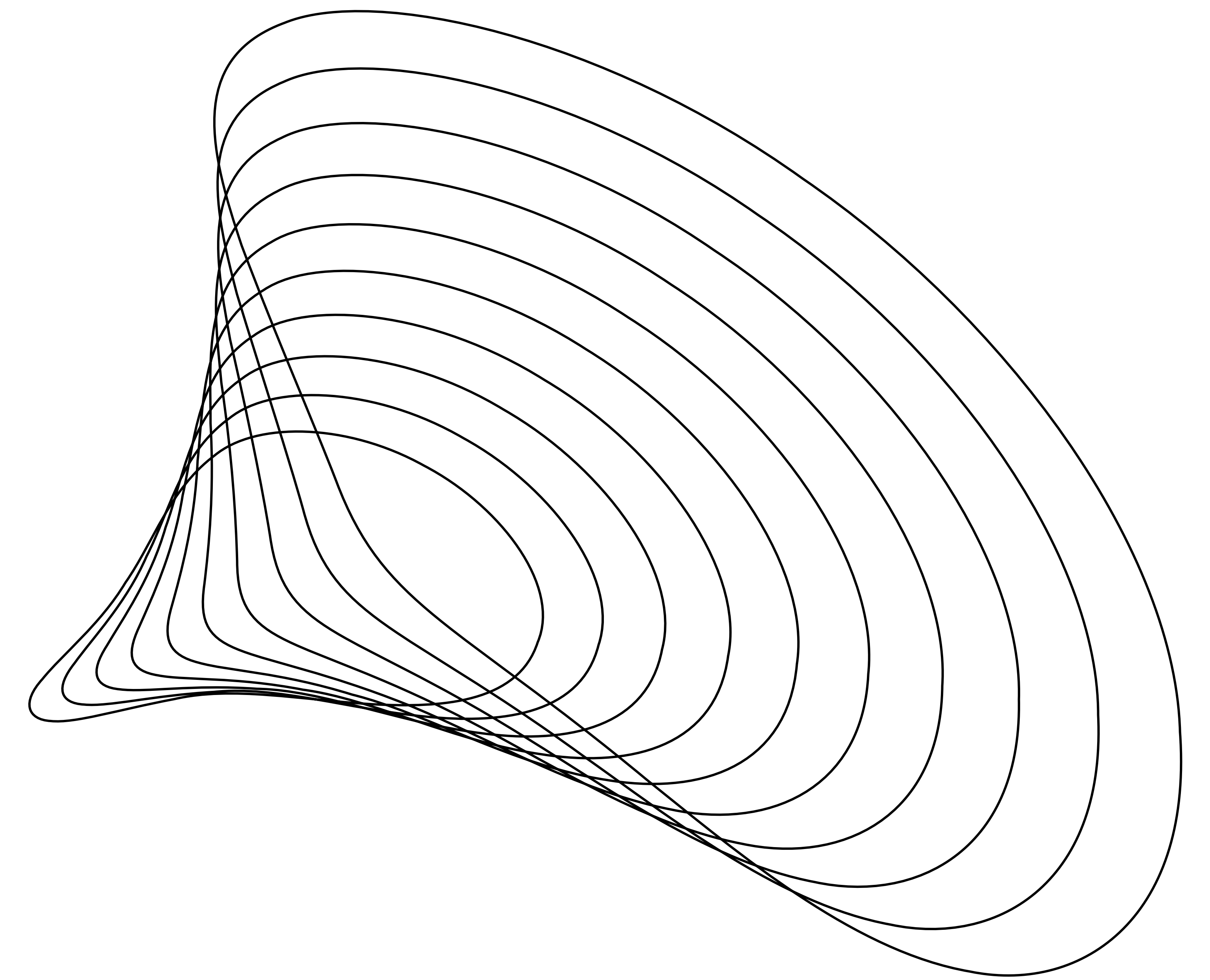
## EVOLVE OUR CULTURE

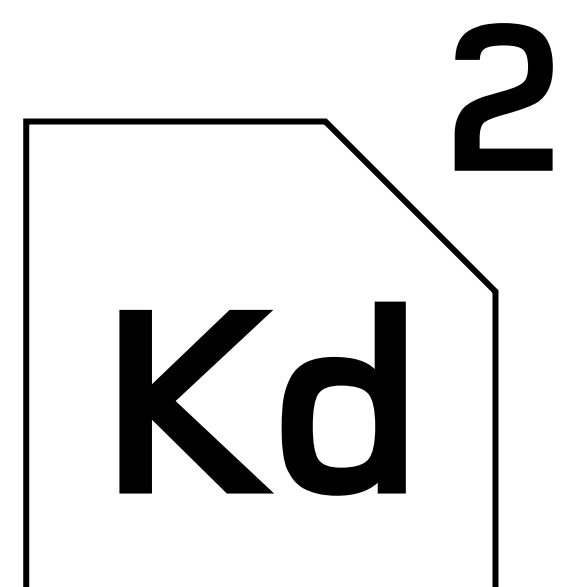
Together, we will evolve our culture to be the driver of all our success. This is our foundation that all else springs from.

We will achieve this by investing in the four elements of our cultural core, which will create a truly unique and fulfilling place to build a career.

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**WE WILL INVEST IN OUR  
CULTURAL CORE TO CREATE  
A GREAT PLACE TO WORK**





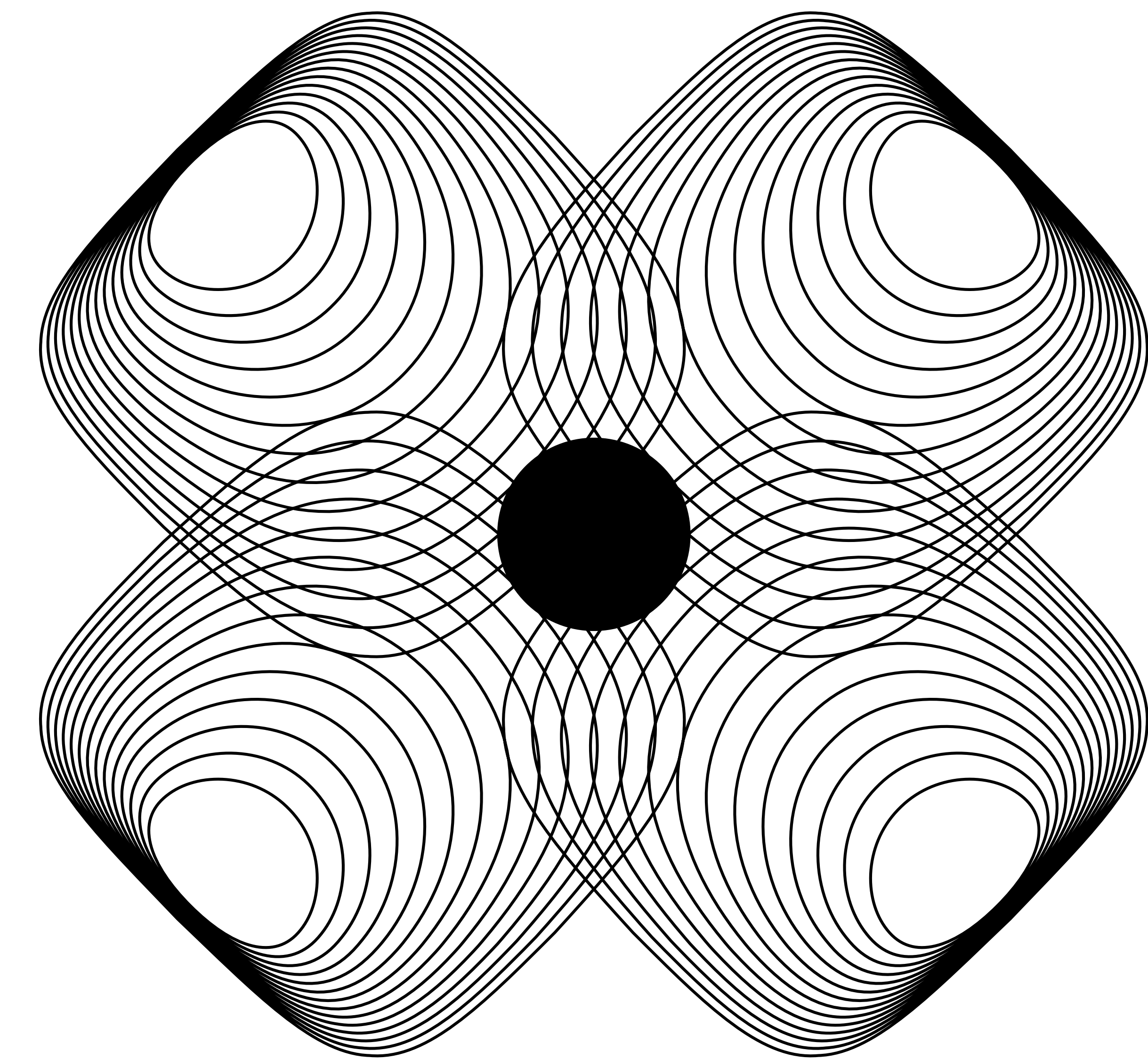
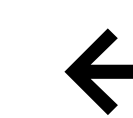
## DELIVER PRACTICAL OUTCOMES

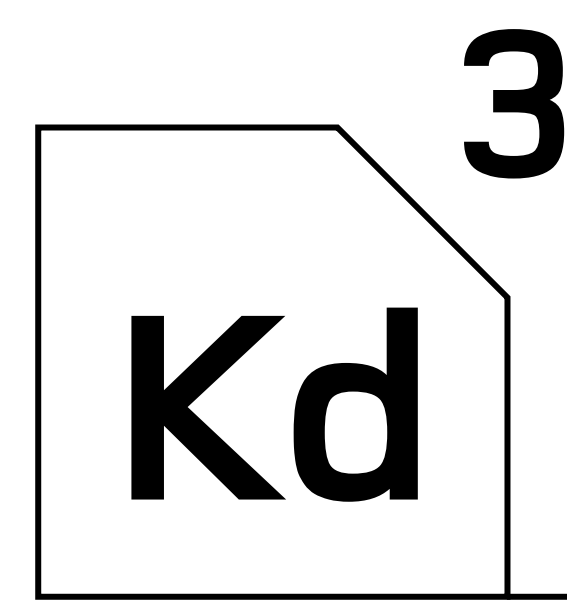
Delivering for our clients is in our DNA. We care about our work and want to make a positive impact with our efforts.

We will take this to the next level and produce outcomes that are practical, fit for purpose and tailored to our client's needs. We will push to find new and interesting ways to achieve this over time.

---

**WE WILL FOCUS ON  
DELIVERING PRACTICAL  
OUTCOMES TO KNOCK OUR  
CLIENT'S SOCKS OFF**





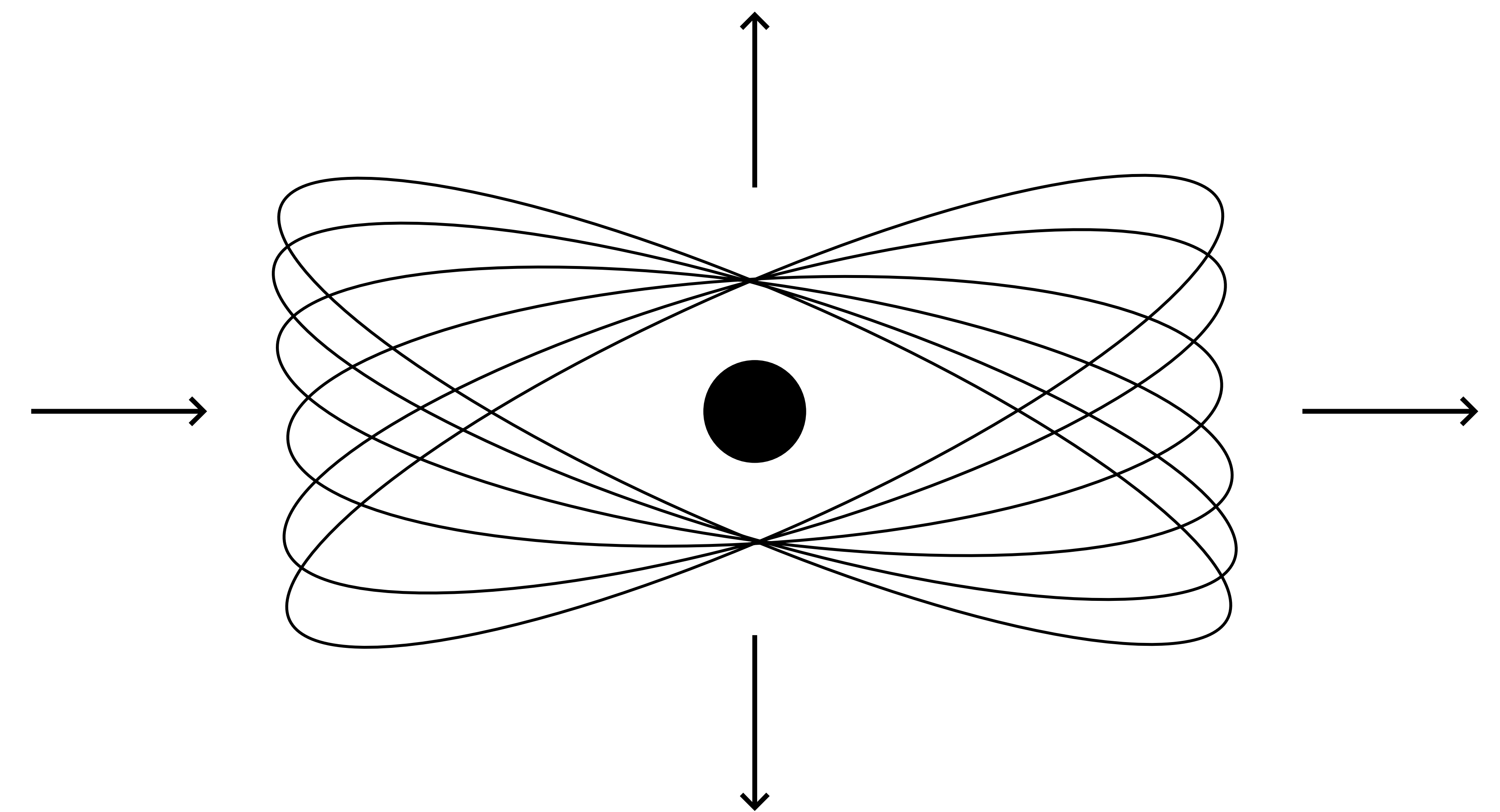
## CREATE NEW THINGS

By creating new things, we are able to create new value for ourselves and our clients. This could be a new product, a new way of working or applying an existing technique to a new area.

It will allow us to work smarter, inspire our industry and deliver practical outcomes at a totally new level.

---

**WE WILL CREATE NEW THINGS  
THAT ALLOW US TO WORK  
SMARTER** ←





**Kd**<sup>4</sup>

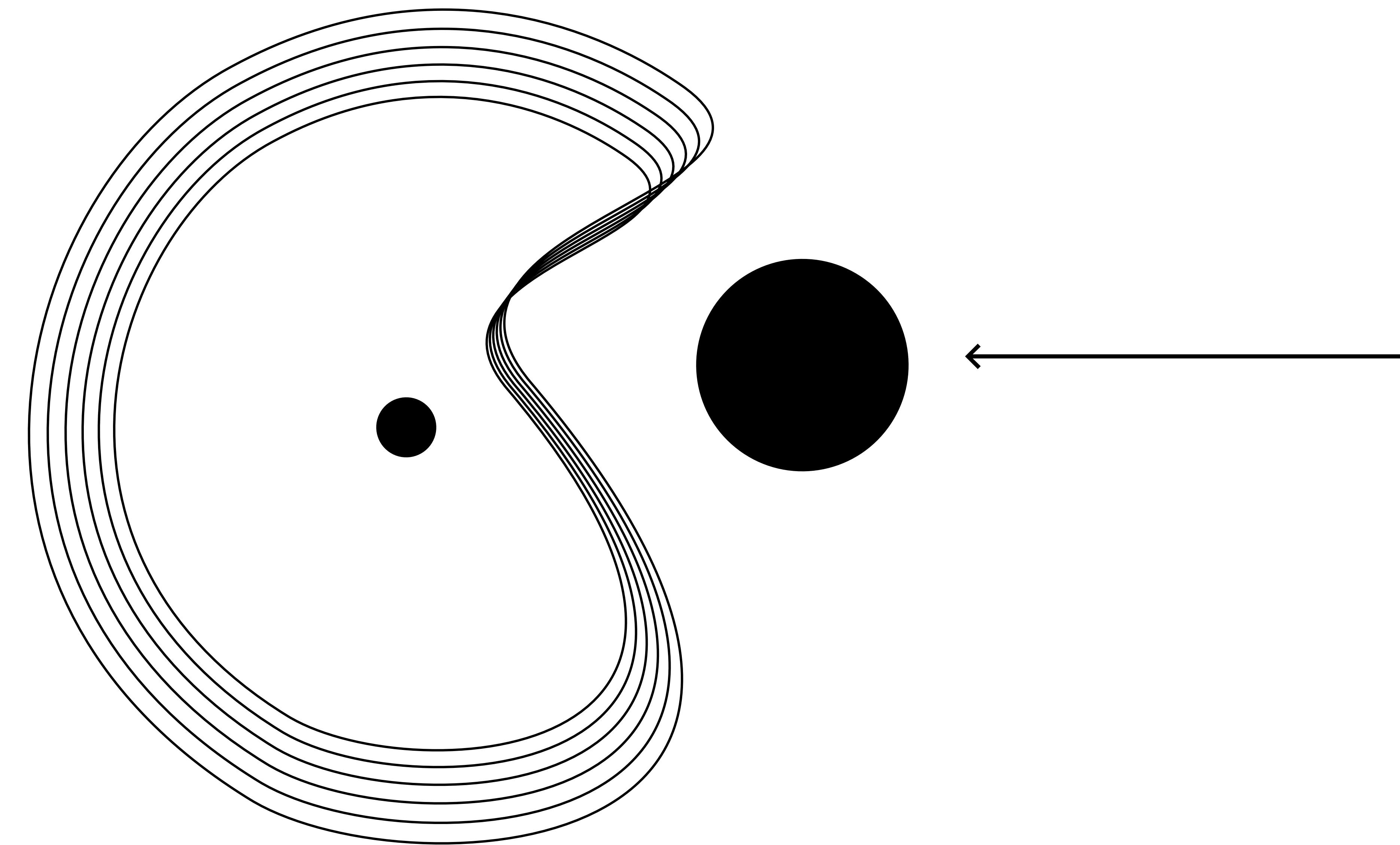
**MAKE AN IMPACT**

Through our network model, we will continue to diversify what we deliver, at what stage of a project, where and to whom.

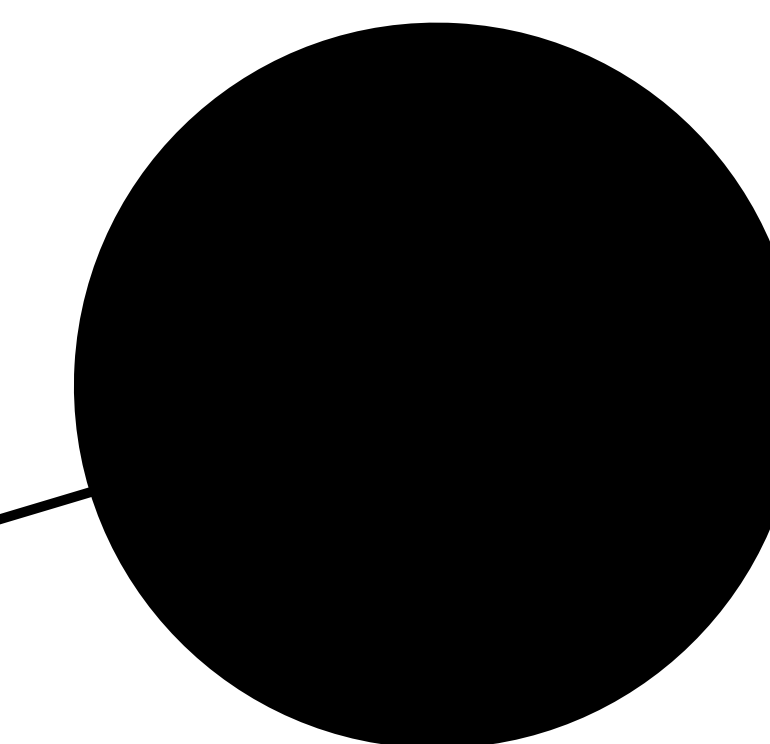
This growth will create opportunity, which makes us more resilient and increases our ability to make a positive impact.

---

**WE WILL EXPAND OUR REACH  
TO INCREASE OUR IMPACT** ←

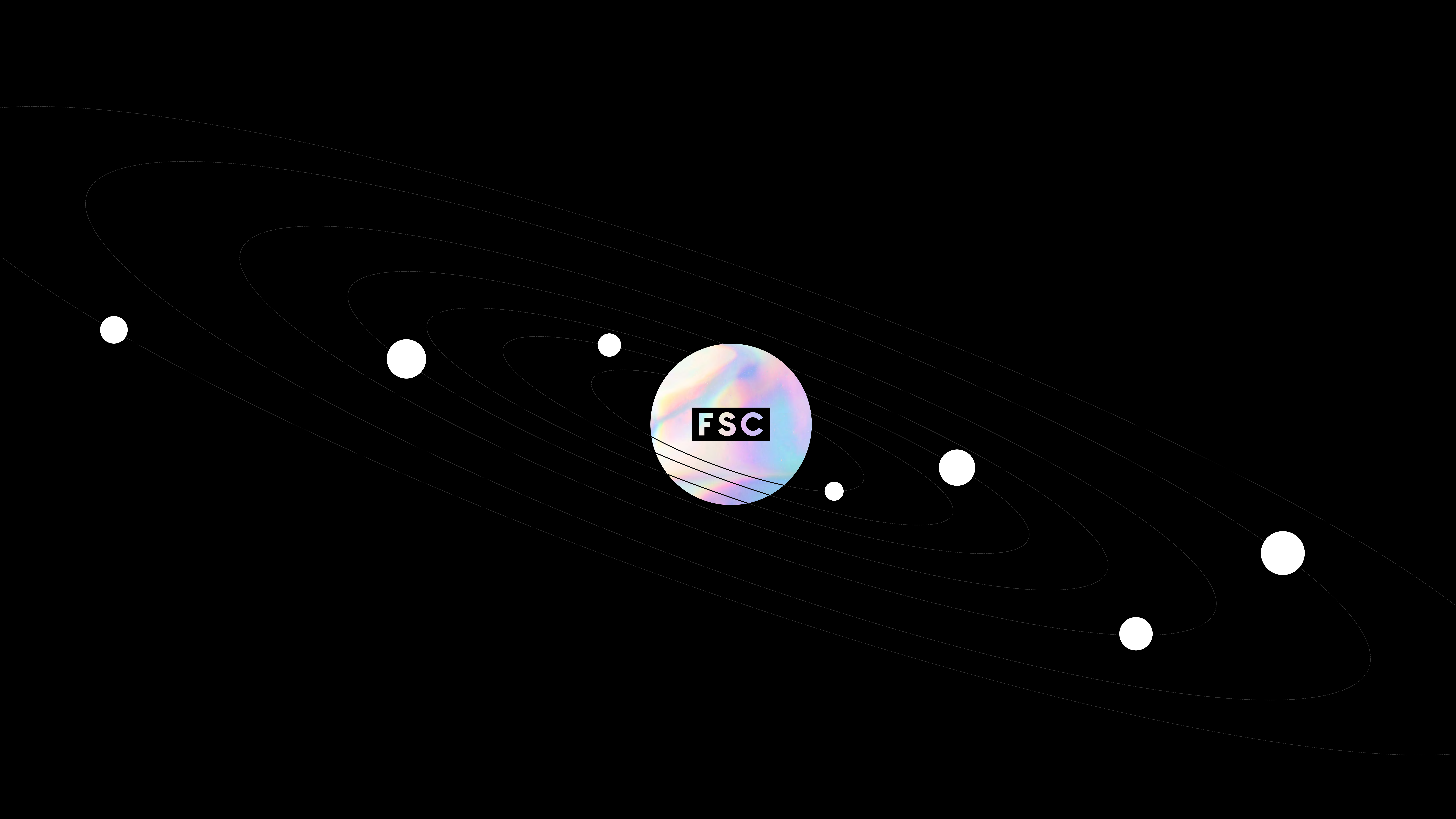


**→ INHABITANTS OF THE FSC  
UNIVERSE ARE ENCOURAGED  
TO EXPLORE AND THINK BIG →**

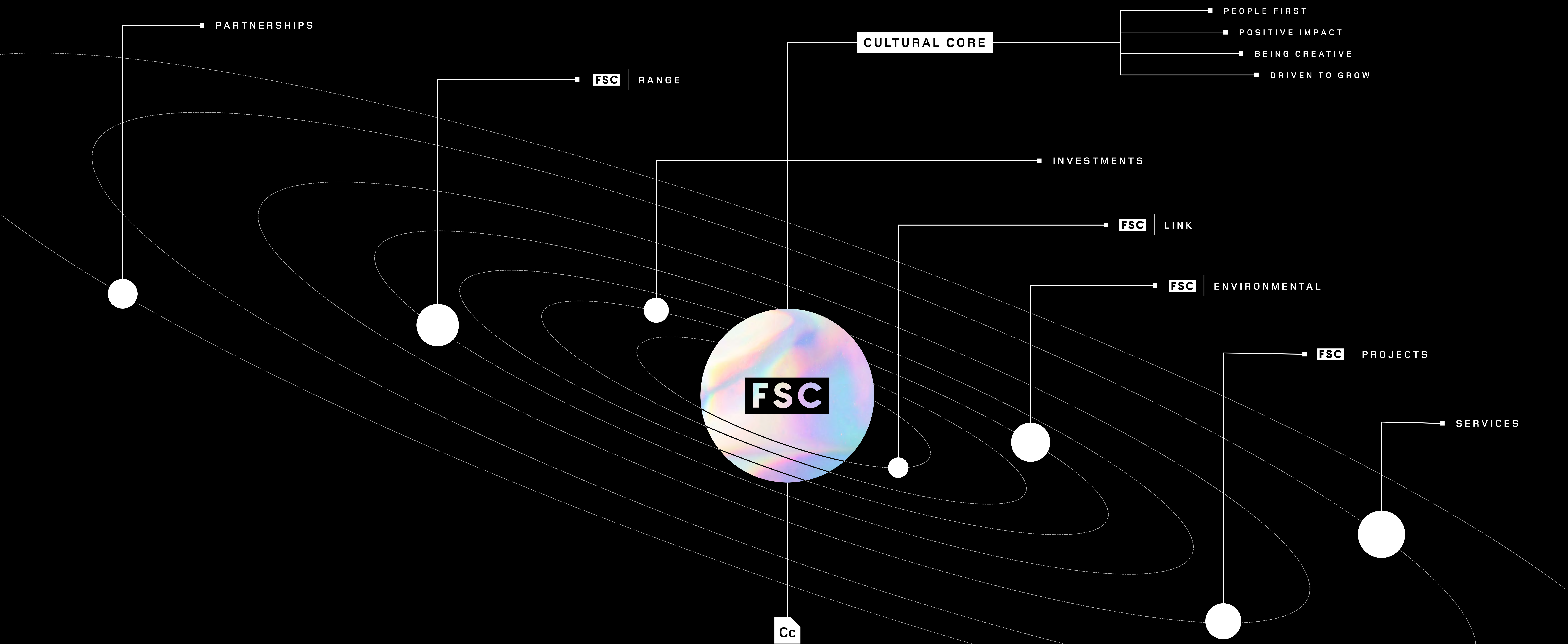


A vast field of stars, ranging from tiny specks to bright, multi-pointed stars, filling the frame. The stars are most concentrated in the center, creating a bright, hazy core. The word "UNIVERSE" is centered horizontally and vertically in a clean, white, sans-serif font.

UNIVERSE



FSC

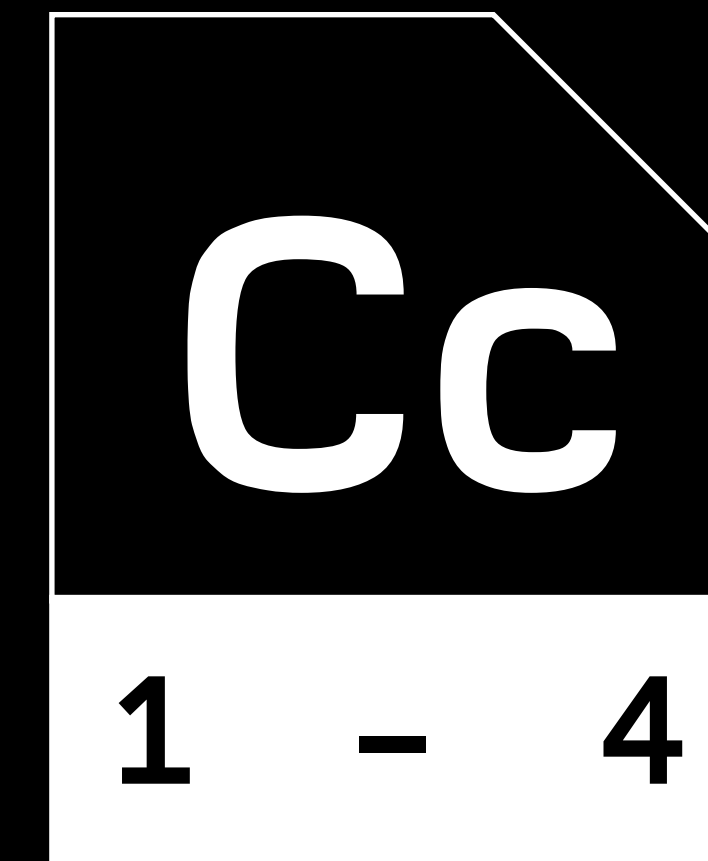


This star is what creates the gravity that stabilises and joins us, as well as creates the energy that gives life to our Universe. It's what we invest in with initiatives and programs that make FSC a better version of itself.

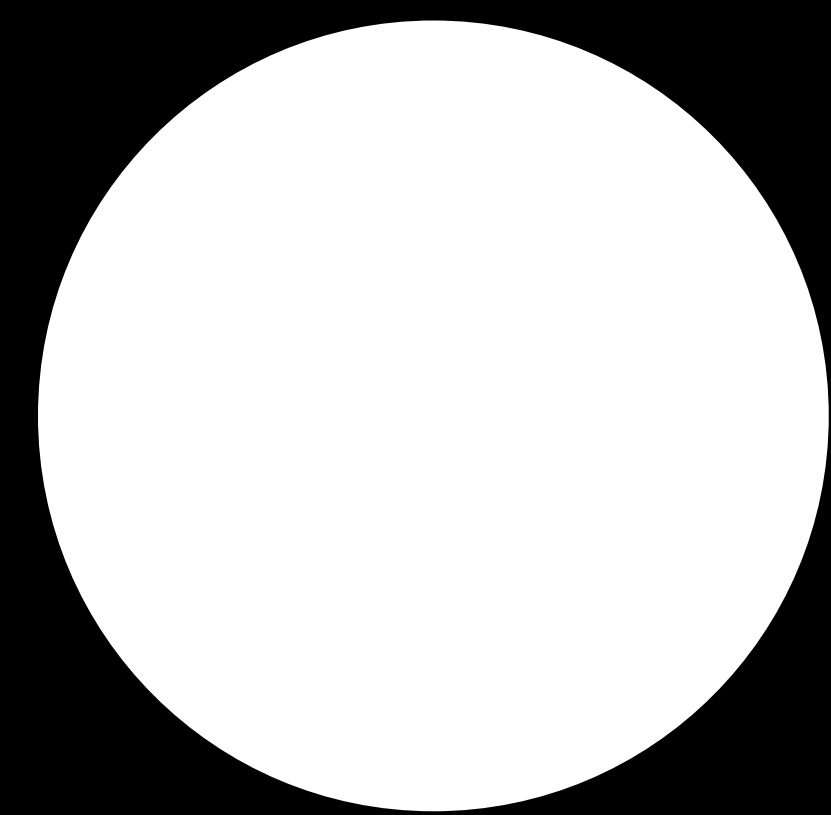


**→ FSC CULTURE IS PEOPLE FIRST, IT'S DOING GOOD FOR THE WORLD, OURSELVES AND EACH OTHER THROUGH OUR WORK. IT'S MOVING FAST AND HAVING FUN, TAKING OUR WORK SERIOUSLY BUT NOT OURSELVES TOO SERIOUSLY. IT'S WANTING WHAT'S BEST FOR OTHERS, EVEN WHEN IT'S SOMETIMES NOT BEST FOR OURSELVES. IT'S BEING CREATIVE AND HAVING A SENSE OF PLAY. IT'S BEING DRIVEN TO ACHIEVE GREAT THINGS OUR WAY.**

→ AT THE CENTRE OF  
THE UNIVERSE  
IS THE FSC  
CULTURAL CORE  
WHICH DESCRIBES  
THE ELEMENTS OF  
OUR CULTURE →

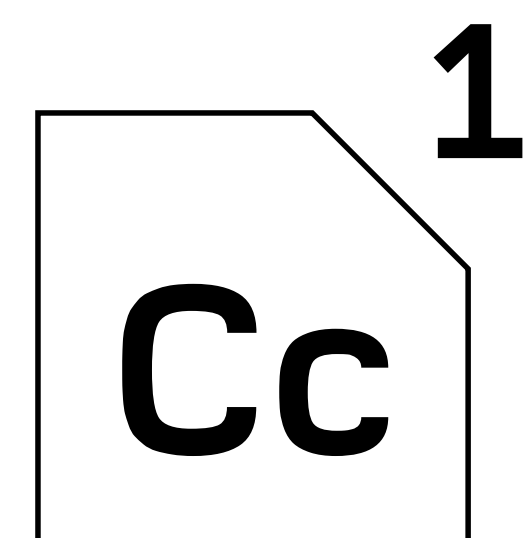


# CULTURAL CORE



THIS STAR CREATES THE GRAVITY THAT STABILISES AND JOINS US, AS WELL AS THE ENERGY THAT GIVES LIFE TO OUR UNIVERSE. IT'S WHAT WE INVEST IN WITH INITIATIVES AND PROGRAMS THAT MAKE FSC A BETTER VERSION OF ITSELF.





## PEOPLE FIRST

### WE HELP EACH OTHER BUILD GREAT LIVES THROUGH OUR WORK

FSC is people first. This means that our people come even before our clients. We know to be at our best we must be happy at work, which means we will produce great outcomes for our clients.

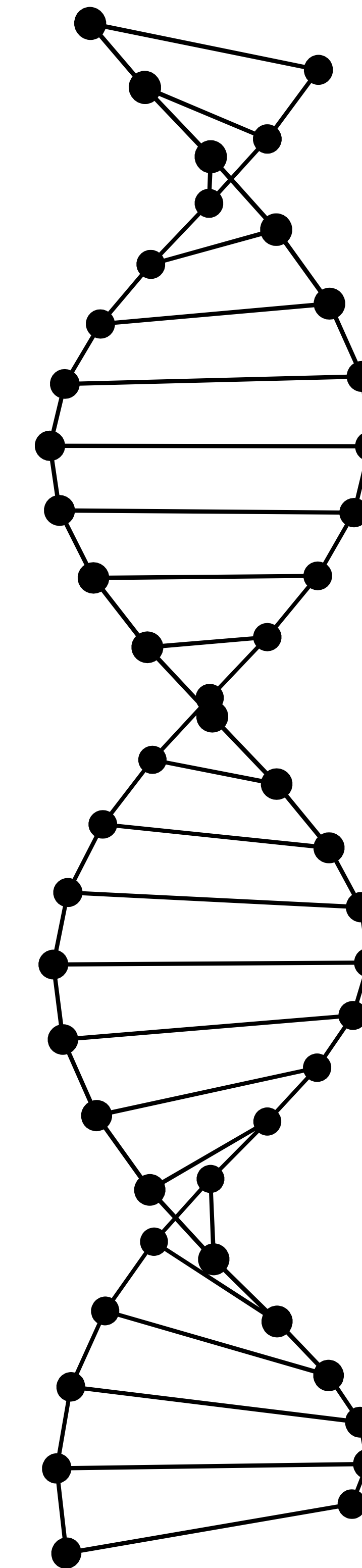
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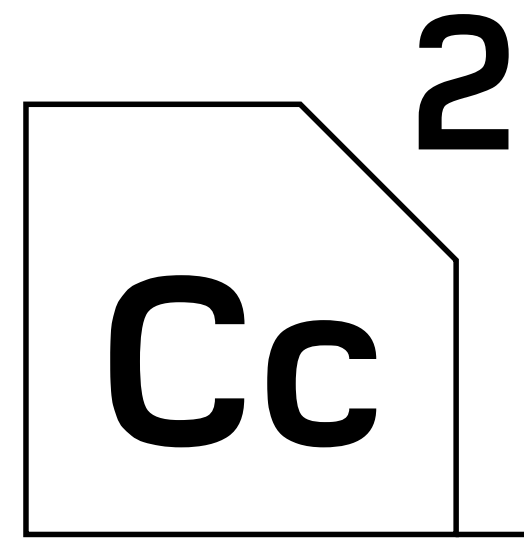
INVESTING IN THINGS THAT MAKE FSC THE  
BEST PLACE TO WORK IN OUR INDUSTRY →

---

INVESTING IN INITIATIVES THAT HELP US USE  
OUR WORK TO CREATE GREAT LIVES, LIKE  
HEALTH AND WELLBEING PROGRAMS →

**THE LIFE WE WANT IS DIFFERENT FOR EACH OF US AS INDIVIDUALS AND FAMILIES. WE ARE A TEAM OF PEOPLE, SUPPORTED BY FSC, THAT HELP EACH OTHER CREATE THAT LIFE.**





## POSITIVE IMPACT

### THE IMPACT WE HAVE MATTERS TO US

At FSC, doing good matters. It matters that the work we do benefits our society and the planet as a whole. An organisation with a positive impact is something that is a force for good in the world and something that we can all be proud to be a part of.

---

WE PUT OUR TIME AND ENERGY INTO THINGS THAT MATTER, LIKE WORKING ON PROJECTS THAT WILL BENEFIT OUR COMMUNITY

---



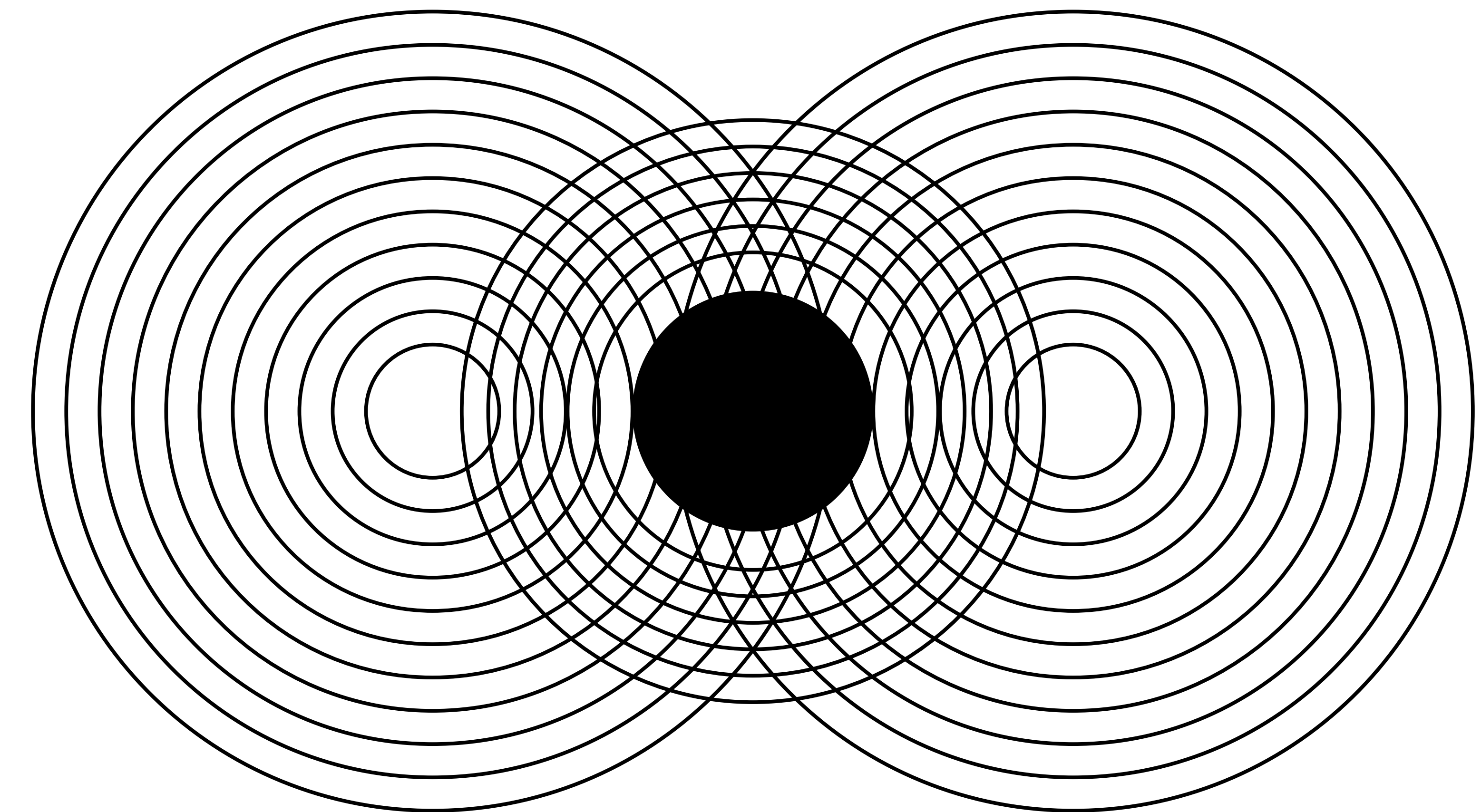
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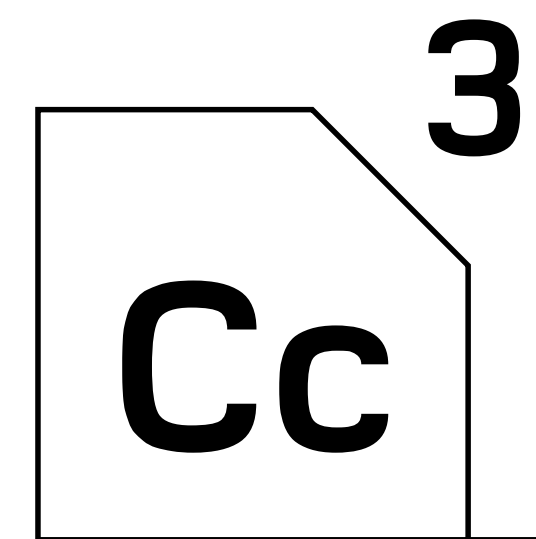
WE TRACK OUR IMPACT ON THE WORLD AND SET UP SYSTEMS TO ENSURE WE ARE ACHIEVING A NET POSITIVE OUTCOME

---



**AS A TEAM, WE PUT OUR TIME AND ENERGY INTO THINGS THAT MATTER. WHAT WE DO TOGETHER MUST HAVE A NET POSITIVE IMPACT ON THE WORLD.**





## BEING CREATIVE

### WE MOVE FAST AND LOVE DISCOVERING NEW WAYS OF DOING THINGS

FSC was born through invention and has continued to evolve in this way throughout its lifetime. Being creative is how we invent new things and how we remain unique as we grow. Being part of a creative environment is fun and full of possibilities, which is the way work should be.

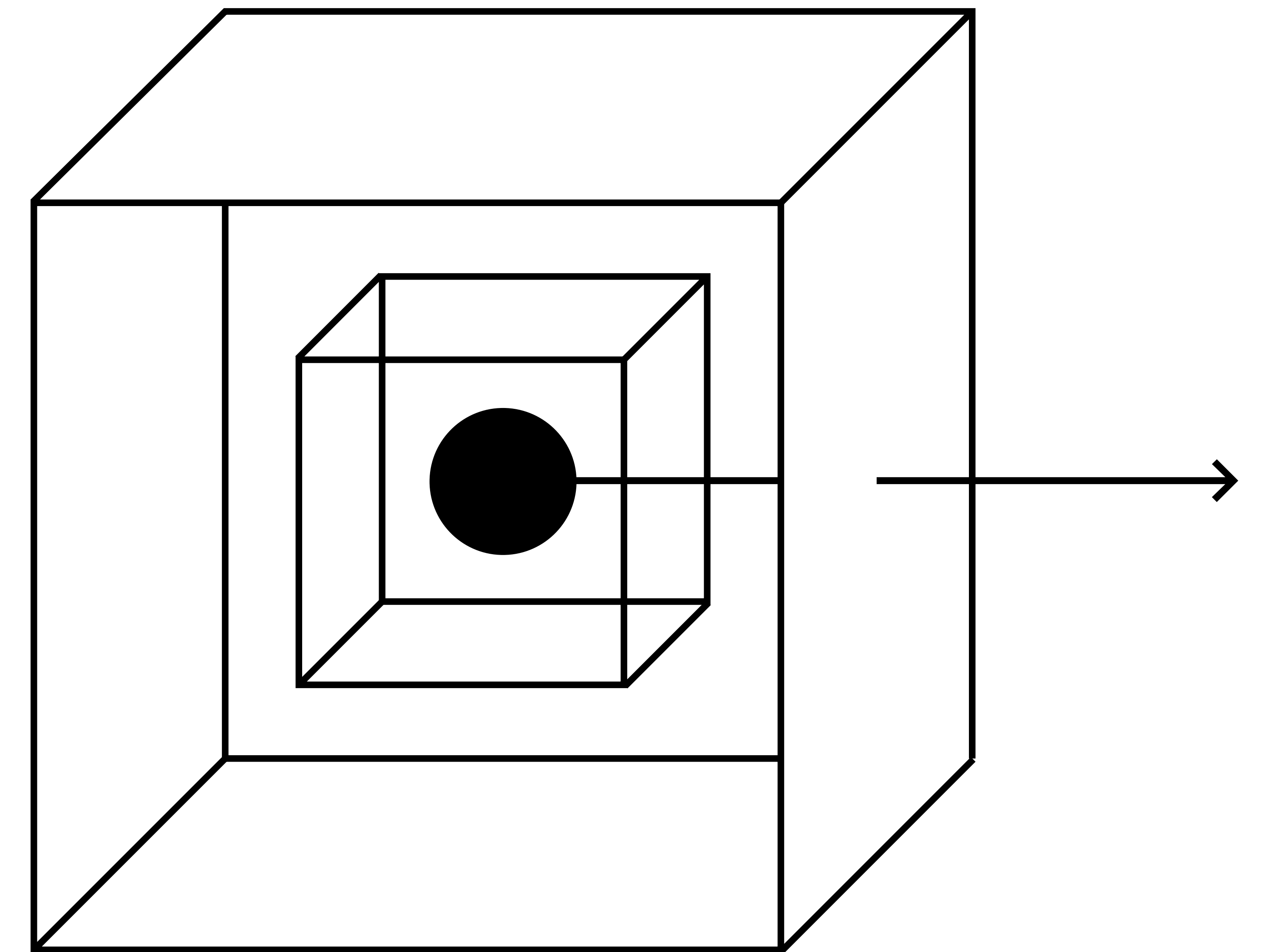
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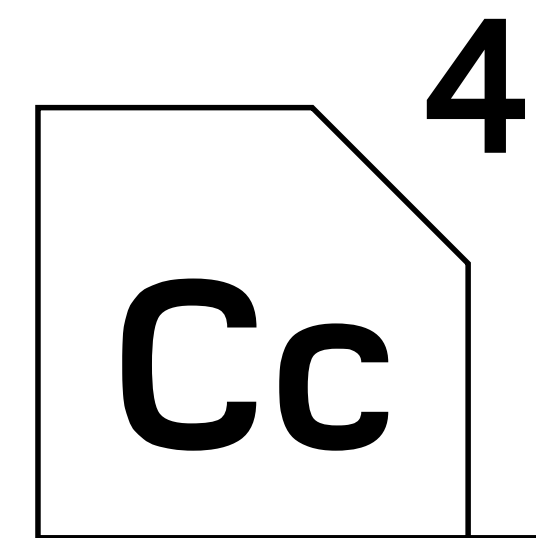
INVESTING IN THE TEAM'S IDEAS  
AND BRINGING THEM TO LIFE →

---

EDUCATING OUR CLIENTS ON THE NEW  
WAYS OF WORKING WE HAVE CREATED →

AT FSC, WE CREATE OUR OWN PATH. WE ARE AN  
ENTREPRENEURIAL TEAM, WHO ARE COMMITTED  
TO ALWAYS REMAINING CURIOUS AND CREATING  
NEW WAYS OF DOING THINGS AS WE GROW.





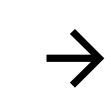
## DRIVEN TO GROW

### WE CREATE OPPORTUNITY FOR EACH OTHER THROUGH OUR DRIVE AND PASSION

As a team, we are driven to find and capture the opportunities that are around us. We are glass half full people and this gives us the ability to all grow together to increase our positive impact.

---

ALWAYS STRIVING TO FIND NEW CLIENTS AND SERVICES WE CAN OFFER TO EXISTING CLIENTS

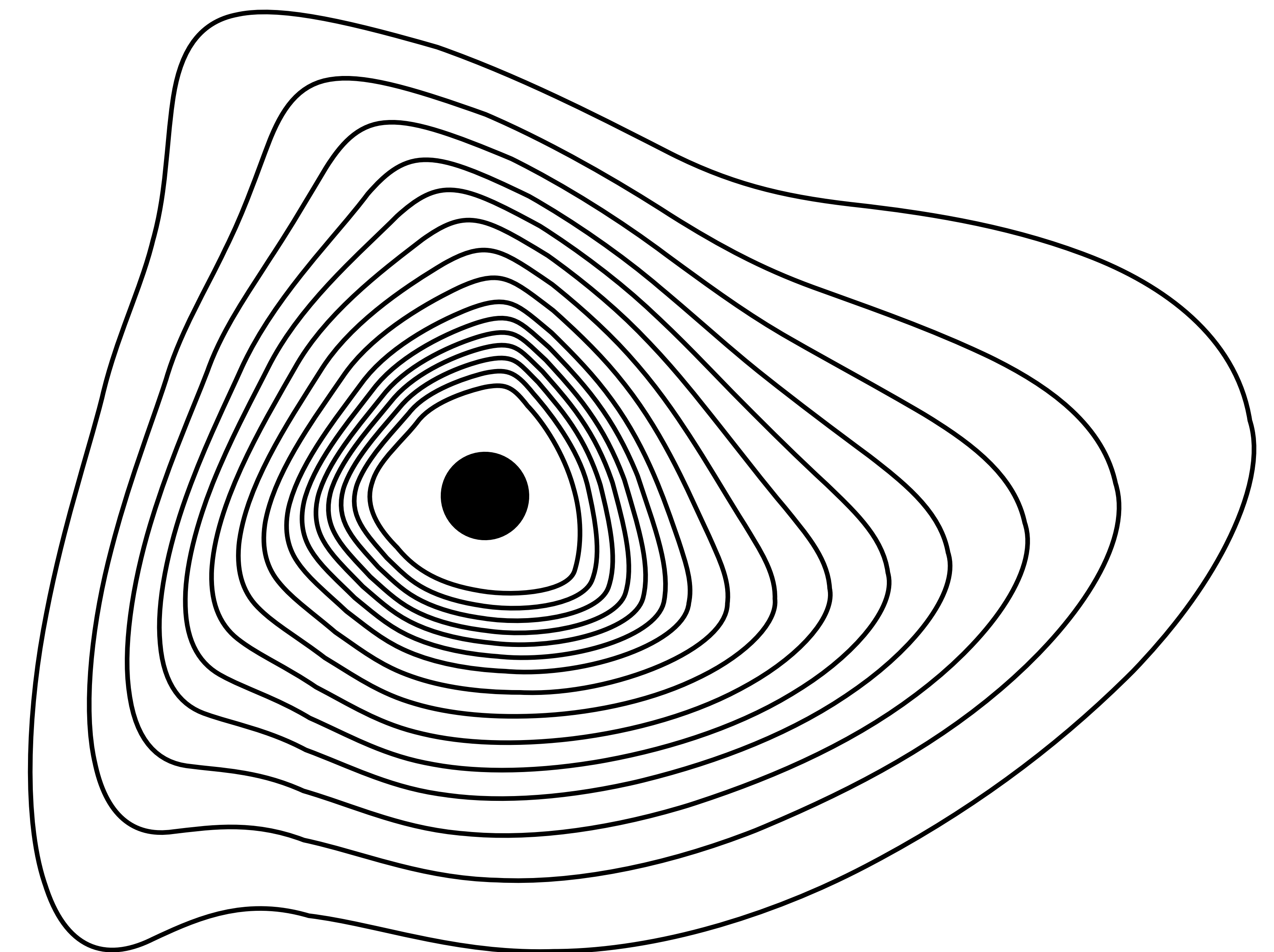


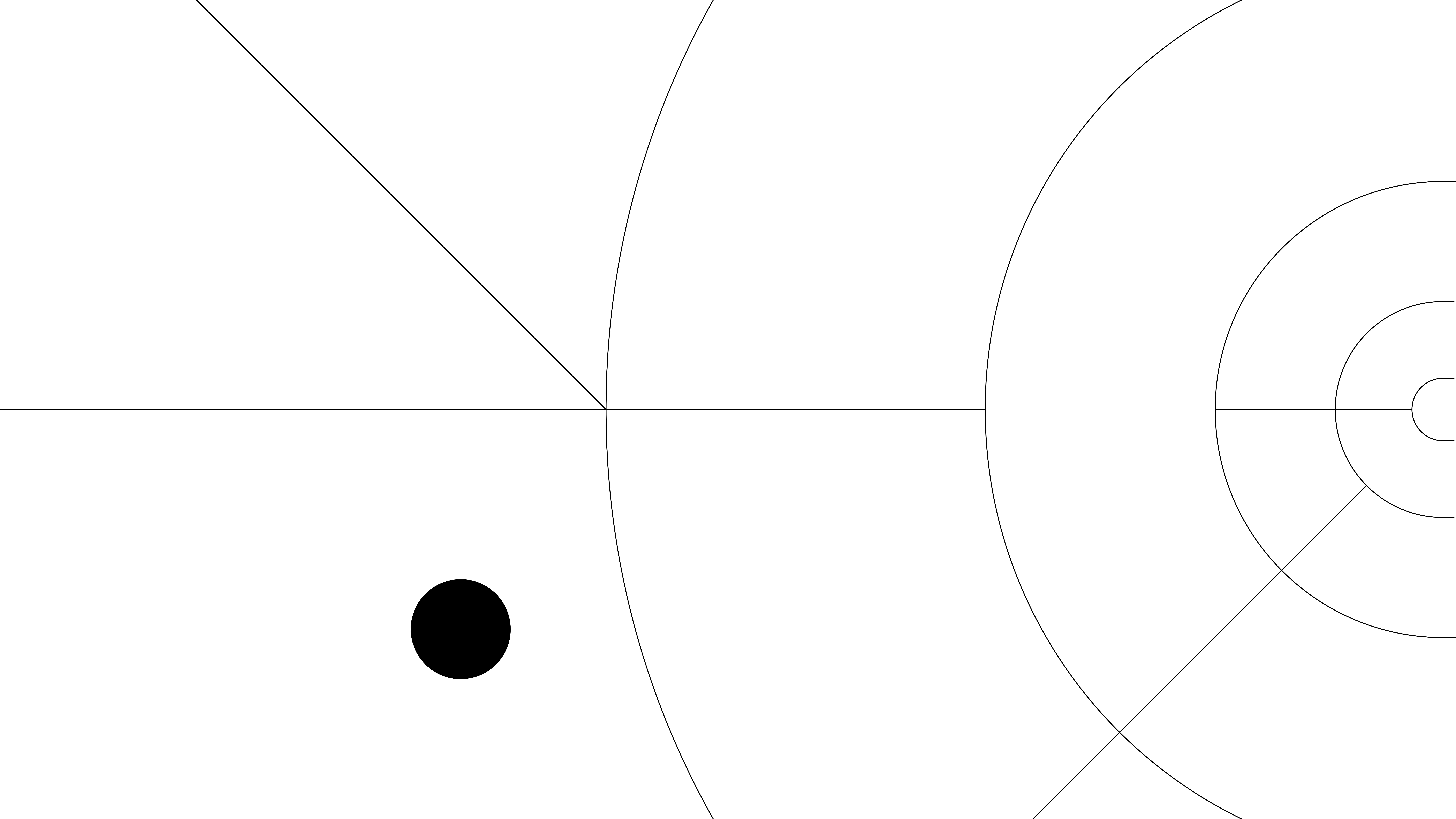
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INVESTING IN OUR GROWTH AS A COMPANY TO HELP US GET BETTER ALL THE TIME

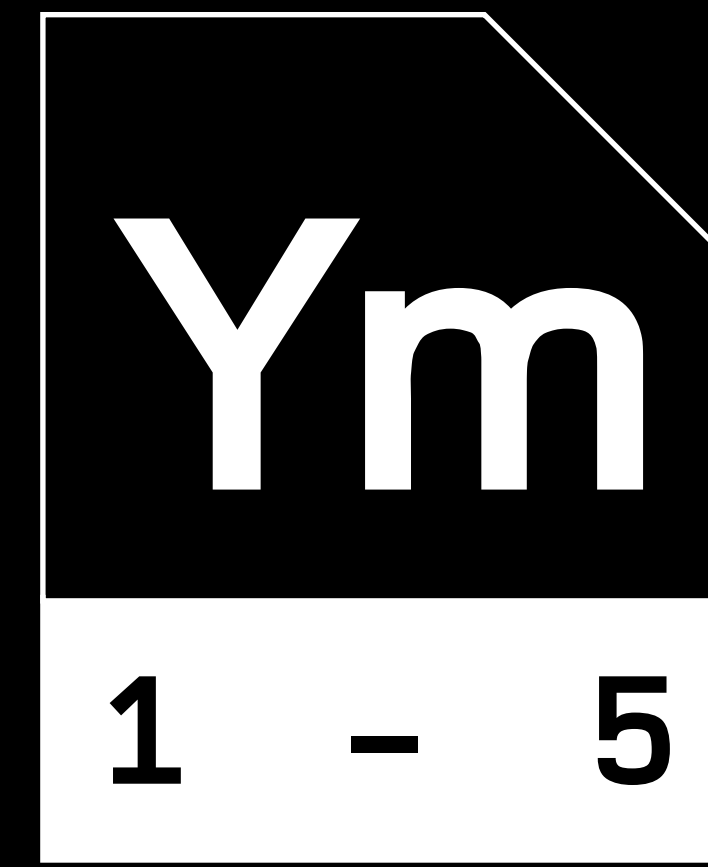


WE ARE COMMITTED TO CREATING OPPORTUNITY FOR EACH OTHER AND OUR COMMUNITY THROUGH GROWTH.

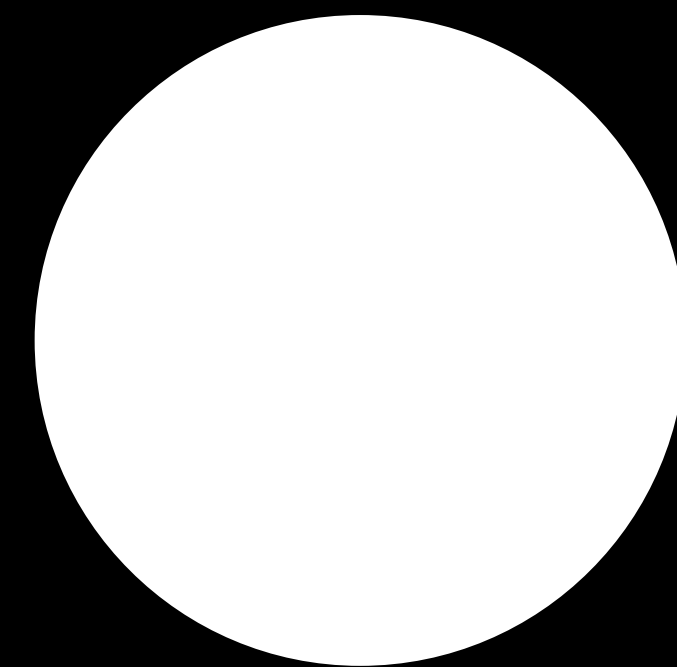




→ YOUR MISSION  
DESCRIBES THE  
WAY WE CAN  
EACH HELP  
BUILD FSC INTO  
SOMETHING  
WE ARE ALL  
PROUD OF →



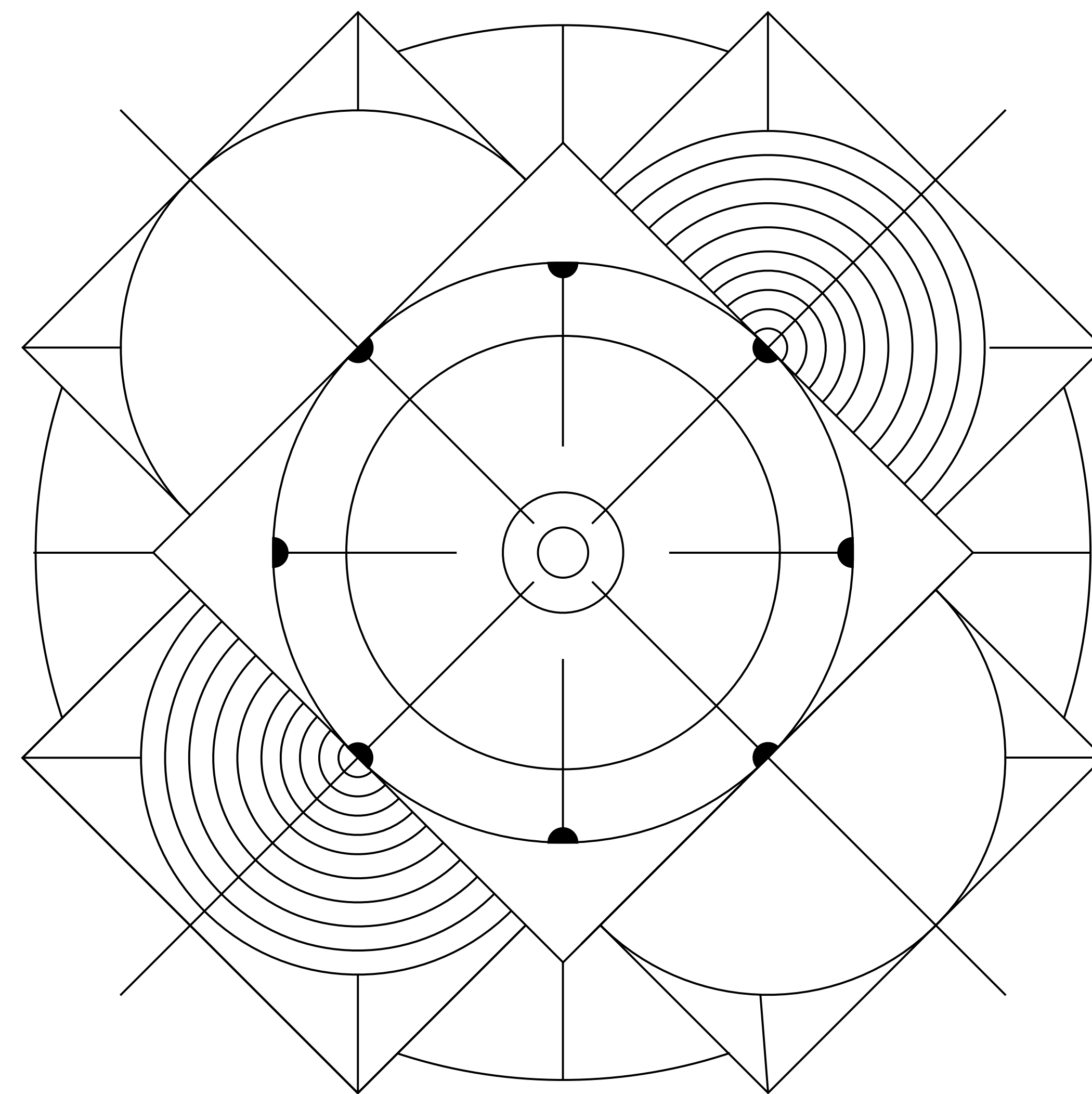
YOUR  
MISSION



THESE ARE OUR VALUED BEHAVIORS. THEY ARE EVER PRESENT,  
NO MATTER WHICH PART OF THE UNIVERSE YOU INHABIT.  
THEY ARE SIMPLE ACTIONS THAT IF REPEATED OVER TIME,  
WILL HELP YOUR CAREER AS WELL AS HELP MAKE FSC BETTER.

## LOOK AFTER YOURSELF AND EACH OTHER

We believe in great teams and meaningful relationships. To be a great team, we all need to look after ourselves and one another. Your mission is to take care of yourself in and out of work, reaching out when you need a hand and being there for your fellow FSC team members.



---

LOOK AFTER YOURSELF SO YOU CAN  
BRING YOUR BEST SELF TO WORK ←

---

BE RELIABLE, HONEST AND WANT  
WHAT'S BEST FOR OTHERS ←

---

WORK WITH YOUR LEADER TO PLAN  
FOR BALANCE, IT WON'T HAPPEN  
WITHOUT EFFORT ←

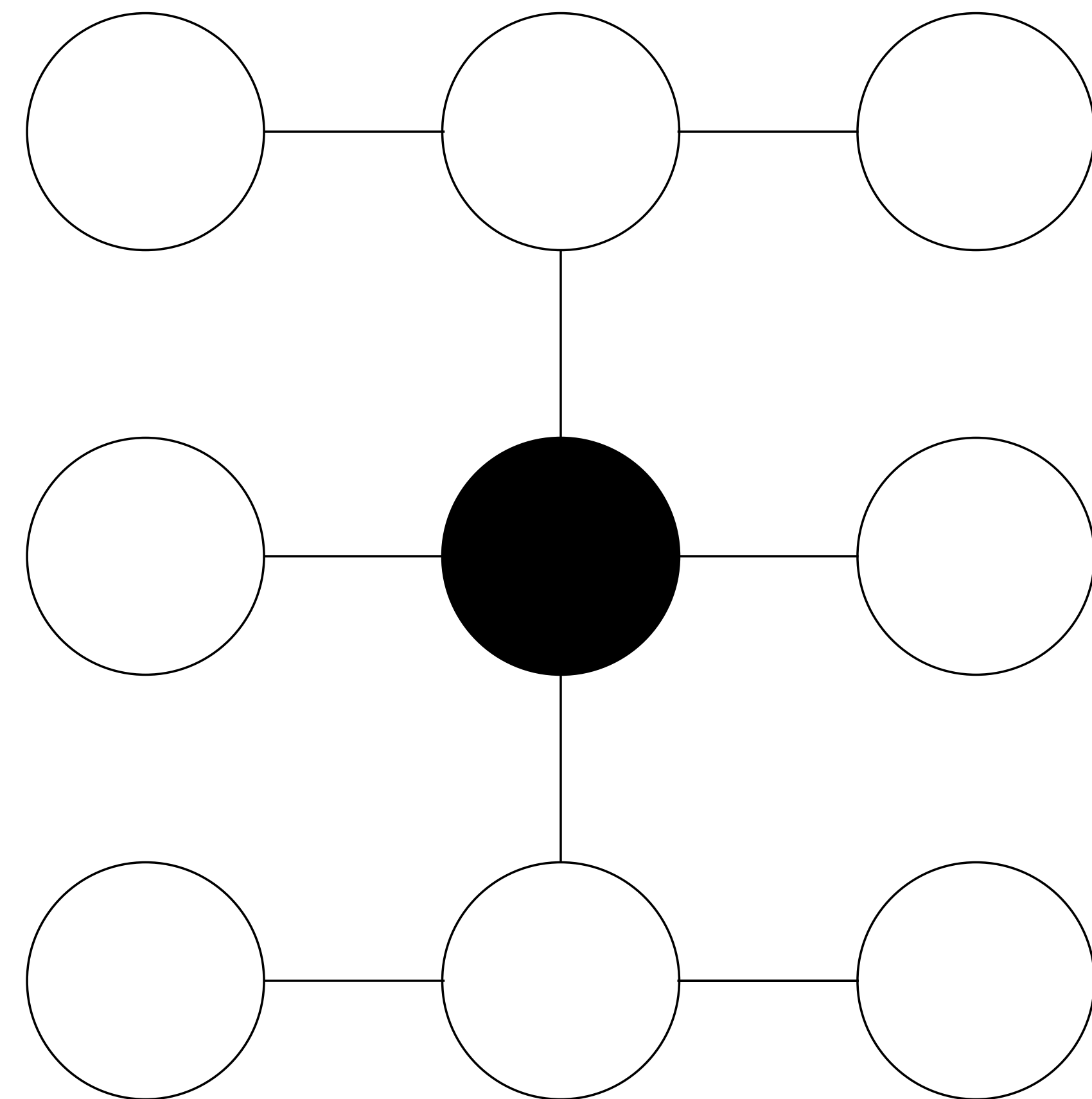
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CALL YOUR FELLOW FSC TEAMMATES  
JUST TO SAY HI ←

---

HAVE HONEST DISCUSSIONS ABOUT HOW YOU ARE  
GOING WITH YOUR TEAM, PUSH BACK WHEN YOU  
NEED TO AND DON'T BE AFRAID TO ASK ←

## CONNECT AND COLLABORATE



The importance of connection at FSC cannot be understated. Collectively, we are stronger together and can have a huge positive impact on our industry. Your mission is to proactively connect with your fellow team members across the FSC Universe to build meaningful relationships.

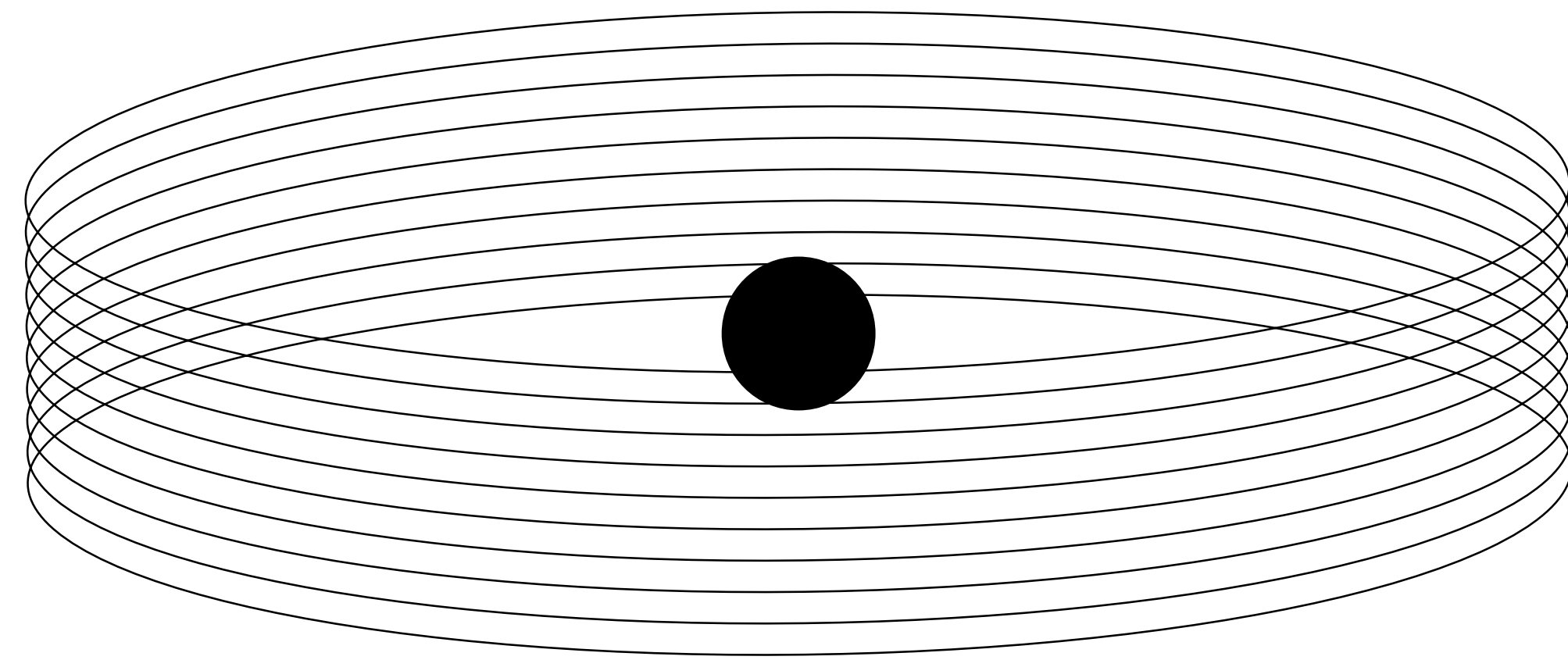
- MAKE A PROACTIVE EFFORT TO GET TO KNOW EVERYONE AT FSC
- DEVELOP THE SORT OF RELATIONSHIPS THAT YOU FEEL COMFORTABLE TO CALL YOUR TEAMMATES TO ASK FOR ASSISTANCE
- UNDERSTAND EACH OTHER'S SKILL SETS WELL ENOUGH THAT YOU CAN RECOMMEND EACH OTHER TO CLIENTS

- LOOK FOR OPPORTUNITIES TO WORK TOGETHER ACROSS DIVISIONS OF FSC TO SOLVE CLIENT PROBLEMS
- SEEK OPPORTUNITY TO HELP CLIENTS WITH OTHER FSC SERVICES



## HAVE A GROWTH MINDSET

A growth mindset is an essential part of creating a great career. It is about being curious, creative and learning new things. Your mission is to foster an attitude of always looking for creative ways to grow as an individual and as part of the company.



---

HAVE A GLASS HALF FULL ATTITUDE,  
ASK 'WHY NOT' IN DIFFERENT SITUATIONS ←

---

DEVELOP AN ACTION BIAS WHERE  
APPROPRIATE AND DON'T OVER  
ANALYSE THINGS ←

---

BE BRAVE ENOUGH TO BE CREATIVE ←

---

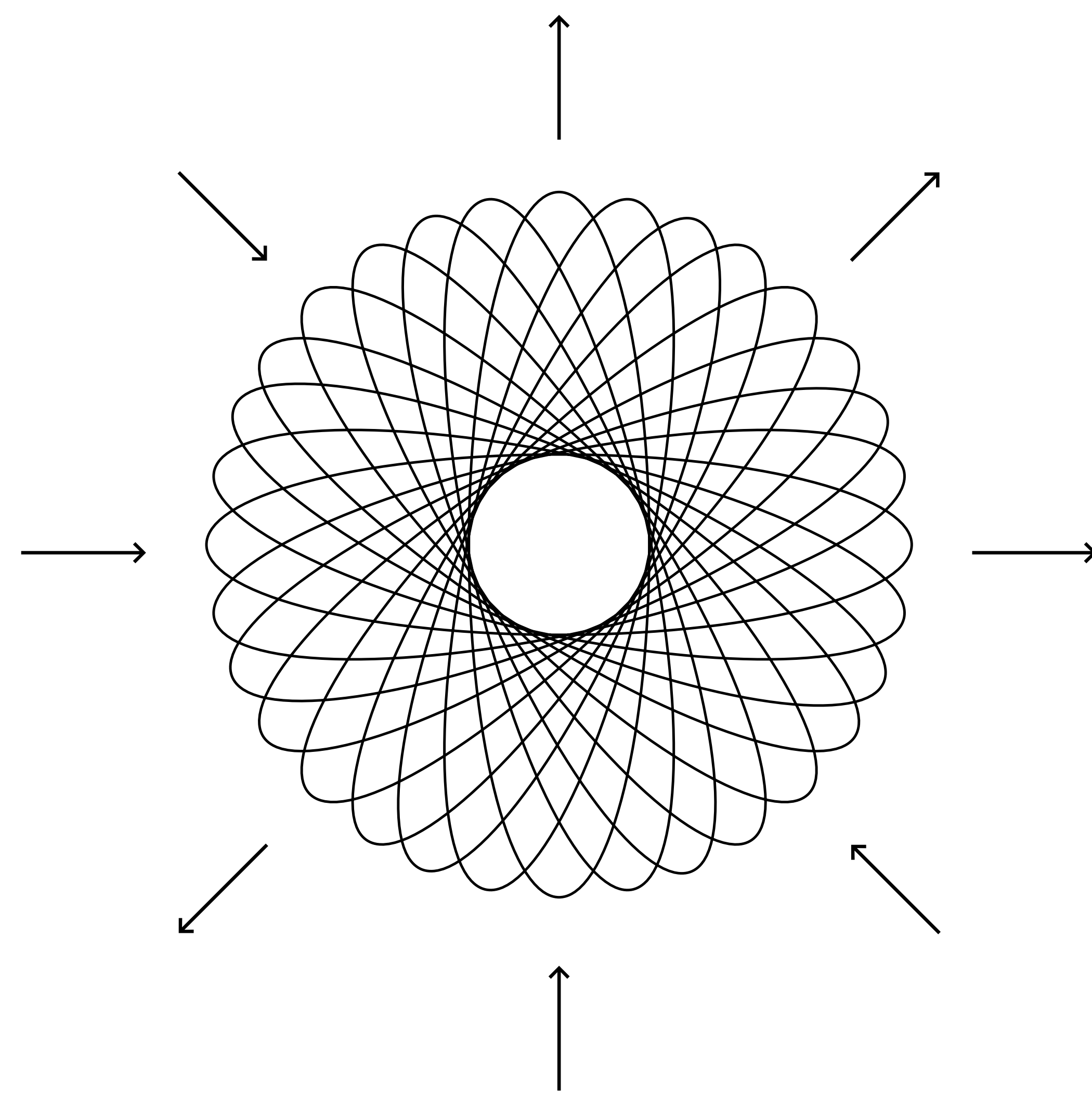
SHARE YOUR KNOWLEDGE WITH THE  
BROADER TEAM TO EDUCATE OTHERS ←

---

TRY NEW WAYS OF DOING THINGS AND  
SHARE THE ONES THAT WORK WITH OTHERS ←

## BECOME GREAT AT WHAT YOU DO

Figuring out the work you enjoy and working towards mastering it is an essential aspect of being part of the FSC team. Your mission is to work out what you enjoy doing and continuously work towards improving that skill set every day.



---

→ PUT EFFORT INTO FIGURING OUT WHAT YOU WANT SO YOU CAN DRIVE TOWARDS IT

---

→ GET 1% BETTER EVERY DAY, TAKE SMALL STEPS ALL THE TIME

---

→ BE COMMITTED TO BECOMING HIGHLY SKILLED IN YOUR CHOSEN AREA

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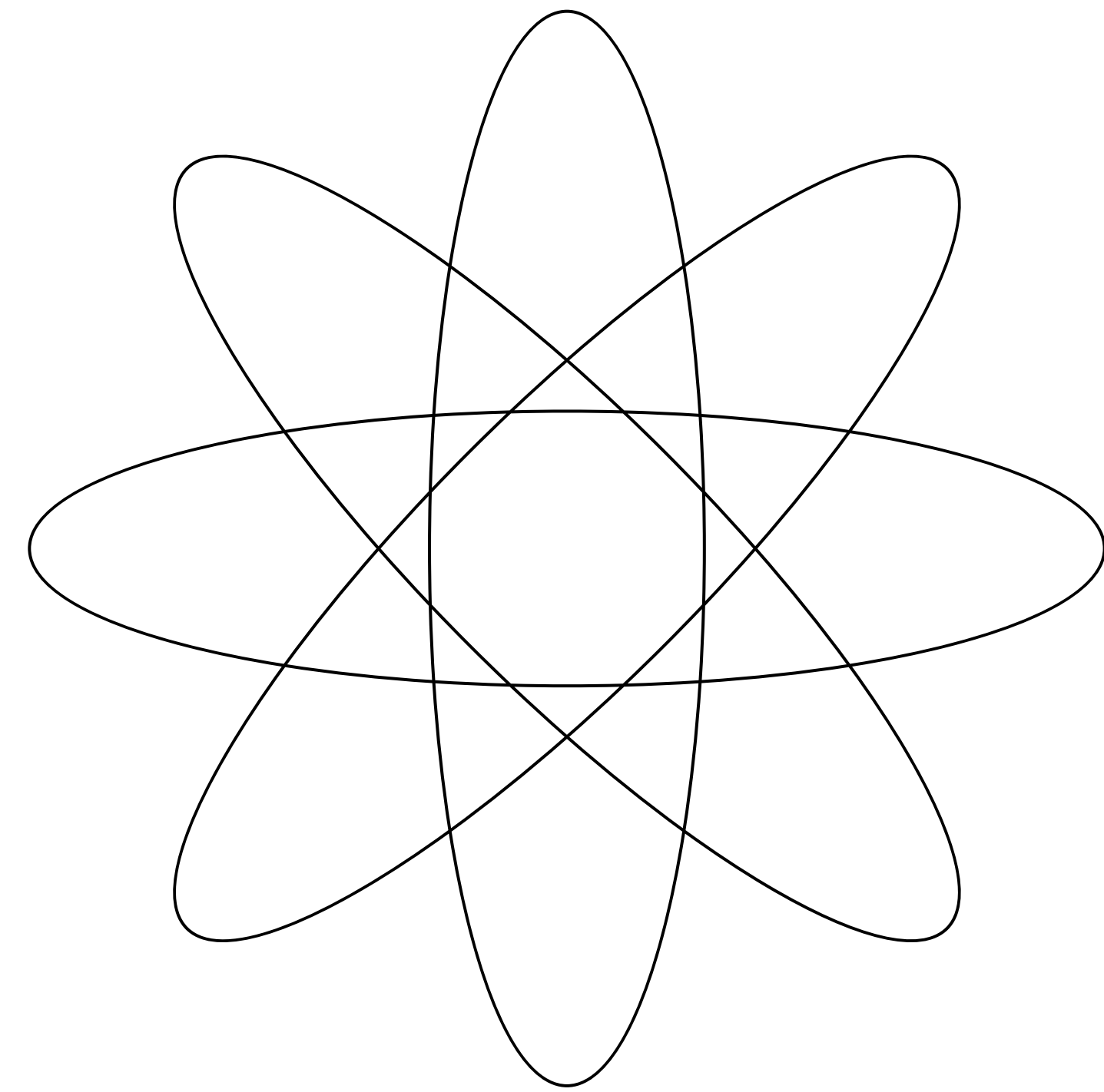
→ TAKE TIME TO REFLECT AND ADJUST

---

→ COMMIT TO BEING CURIOUS AND A LIFELONG LEARNER

## CARE DEEPLY ABOUT YOUR WORK

When working within a large project or as part of a broader team, it can be easy to get lost in the detail of what is at hand. Your mission is to ensure you always stay connected to the outcome you are working towards and delivering on that.



---

CARE DEEPLY ABOUT THE END RESULT  
OF YOUR WORK AND THE IMPACT IT HAS



---

THINK SAFETY, QUALITY, ENVIRONMENT  
AND PEOPLE WITH EVERYTHING YOU DO



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CHALLENGE AND HELP IMPROVE  
THE WAY OUR WORK IS COMMUNICATED  
AND PRESENTED



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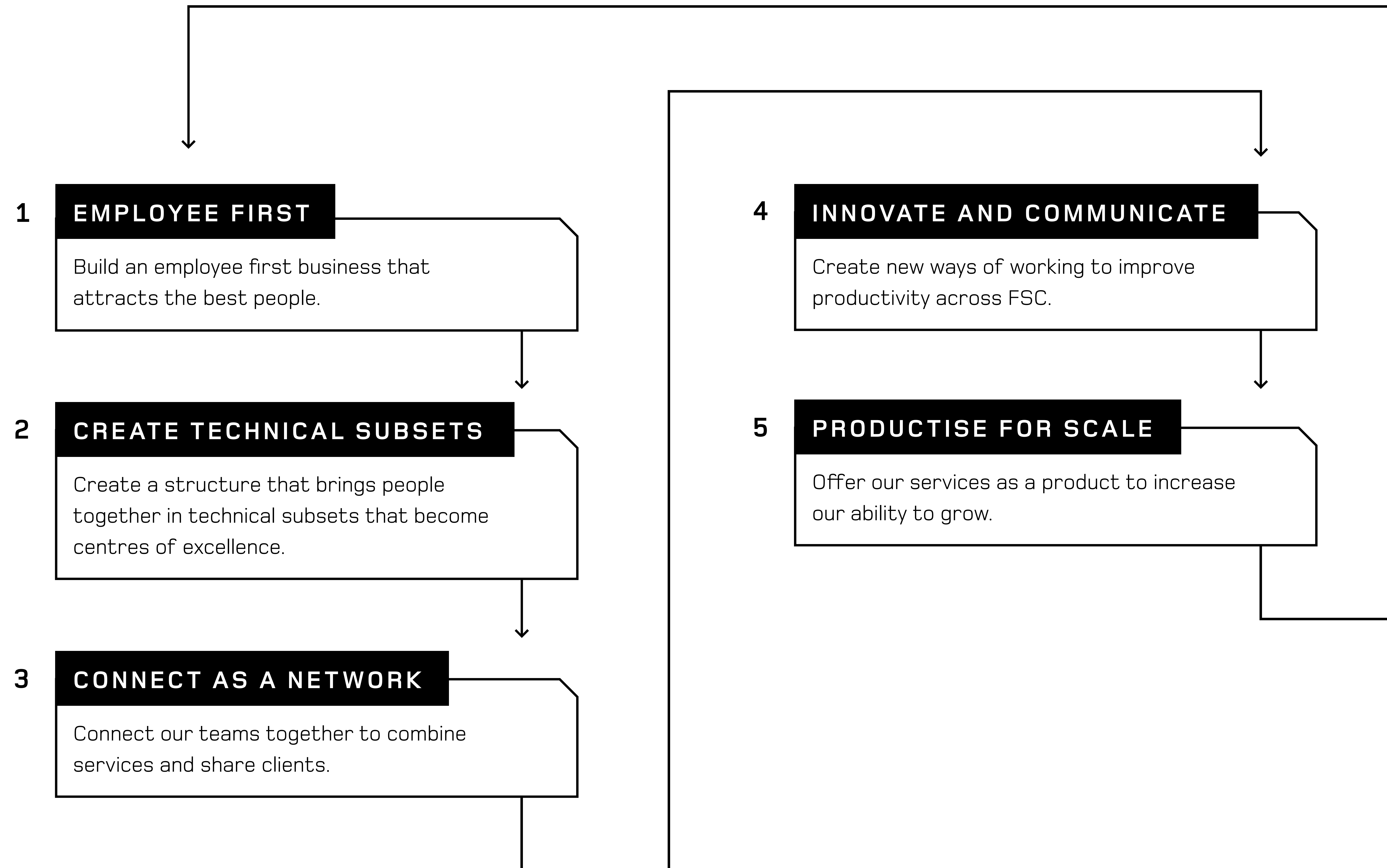
BE DRIVEN TO ACHIEVE AMAZING RESULTS



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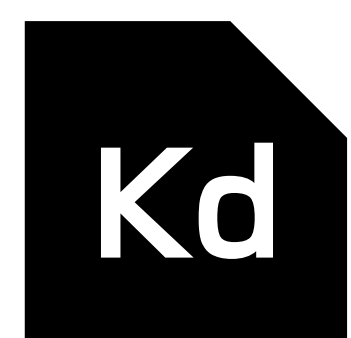
DRIVE FOR GREAT OUTCOMES  
FOR OUR CLIENTS





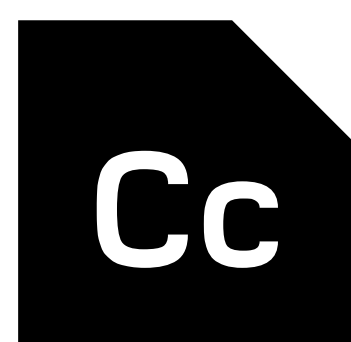
- **TURNS OUR CULTURE INTO A BUSINESS DRIVER.**
- **WORKS WITH THE MARKET FACTORS THAT ARE PRESENT IN THE INFRASTRUCTURE INDUSTRY.**
- **MAKES US NIMBLE AND READY TO CHANGE IF OUR ENVIRONMENT CHANGES.**
- **CREATES VALUE BY IMPROVING THE WAY OUR WORK IS PERFORMED.**
- **MAKES US STRONG BY BEING DIVERSIFIED ACROSS GEOGRAPHY, SERVICE, PROJECT LIFECYCLE AND CLIENT.**
- **CREATES A NETWORK EFFECT, WHERE THE COMPANY BECOMES STRONGER EVERY-TIME SOMEONE JOINS FSC.**

KNOWING OUR  
DIRECTION



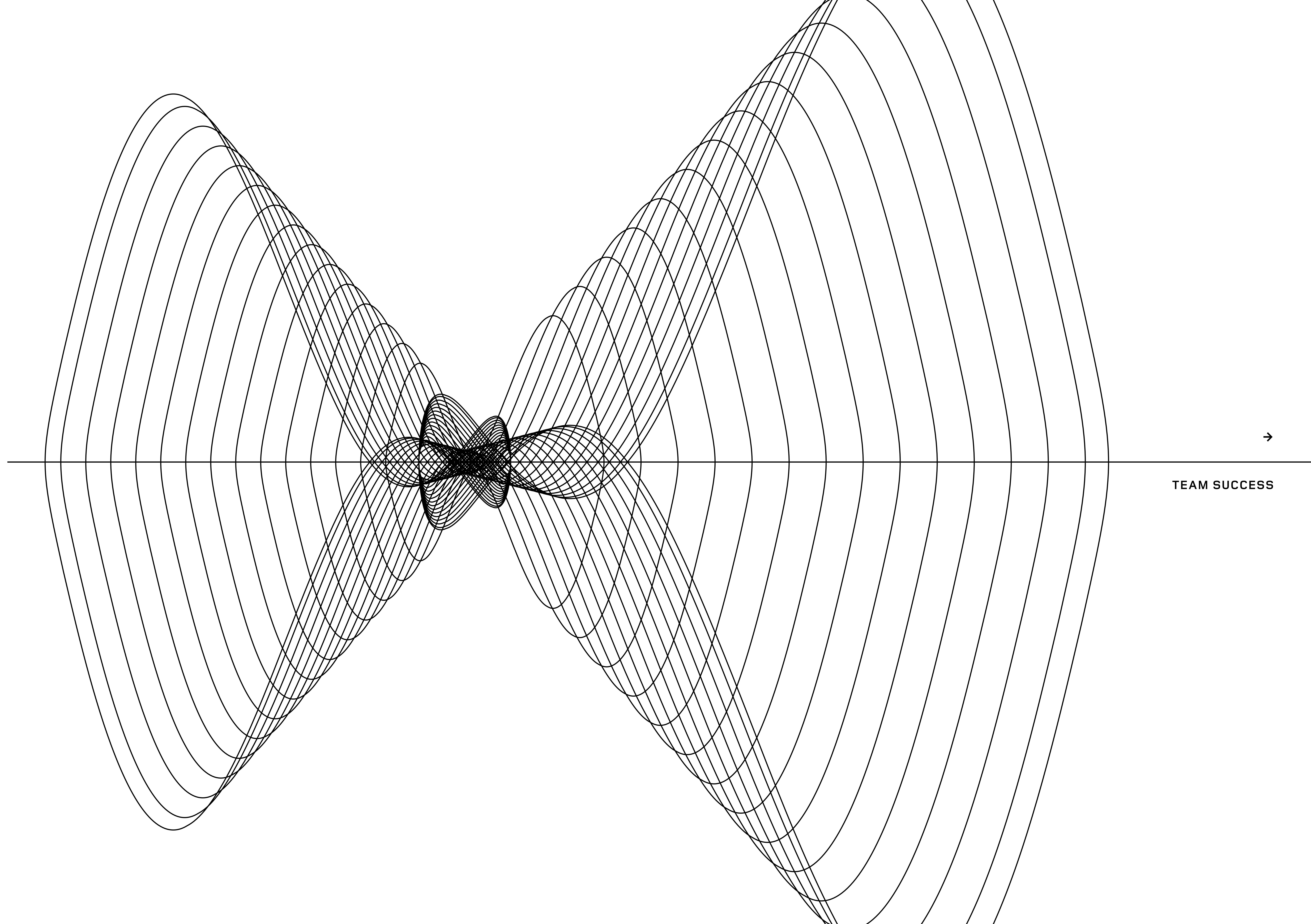
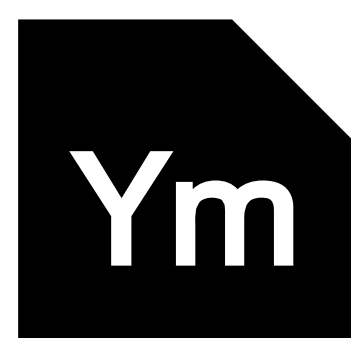
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INVESTING  
IN OUR CULTURE



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LIVING OUR  
VALUES



TEAM SUCCESS

