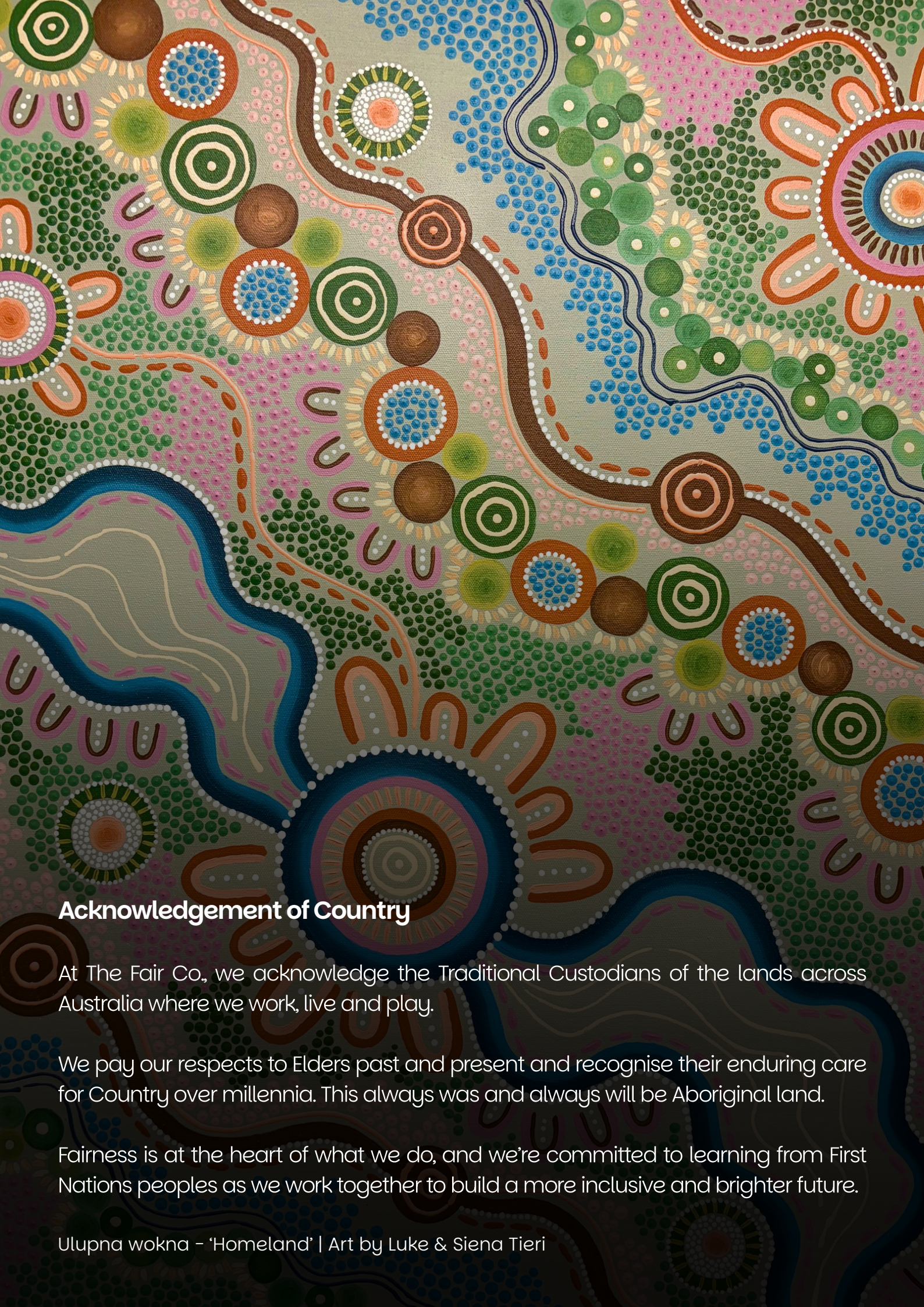
The Fair Co.©

Good Business.
Made Better.



Annual Report

FY 2025 – 26



Acknowledgement of Country

At The Fair Co., we acknowledge the Traditional Custodians of the lands across Australia where we work, live and play.

We pay our respects to Elders past and present and recognise their enduring care for Country over millennia. This always was and always will be Aboriginal land.

Fairness is at the heart of what we do, and we're committed to learning from First Nations peoples as we work together to build a more inclusive and brighter future.

Ulupna wokna – 'Homeland' | Art by Luke & Siena Tieri

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From the Chair and the CEO



This year, The Fair Co. stepped confidently into its next chapter.



After close to a decade of building expertise in social procurement and inclusive workforce development, we completed our government contract and emerged as an independent, for-purpose consultancy and registered social enterprise. It was a significant transition, but one grounded in a clear sense of who we are, what we can do and the value we bring to clients.

Our vision remains a world where everyone has the opportunity to thrive through meaningful work. Social procurement and the social dimension of ESG give us powerful levers to advance that vision at scale.

Reflecting on the year, we're proud of the outcomes this work has supported: more than 86,000 employment hours for priority jobseekers and people with disability; nearly 47,000 hours for apprentices, trainees and cadets under the Major Projects Skills Guarantee; 78,000 hours for women in trades, leadership and technical roles; and more than $4.2 million spent with First Nations businesses and social enterprises. Our contribution to research, social procurement policy, plans and place-based targets, together with capability-building has extended this impact even further.

These outcomes aren't simply measures of activity. They demonstrate what's possible when social value is embedded in the way organisations operate, invest and grow. They contribute to a more inclusive economy in which people, business and communities can thrive. Looking ahead, we'll continue to use social procurement and the social dimension of ESG to expand access to meaningful work, lift participation and build the skills needed to advance society.

We thank our team members, past and present, our Board, clients and partners for helping us work toward realising our vision.

Daniel Findley
Chair

Michelle Cunningham
Chief Executive Officer

We are The Fair Co.

The Fair Co. is a for-purpose consultancy and registered social enterprise, specialising in social procurement and the social dimension of ESG.

We work with forward-thinking organisations in both industry and government to build genuine social licence, navigate government procurement requirements, embed inclusive workplace practices, and transform ESG commitments from box-ticking exercises into strategic advantage.

From project compliance on large-scale projects, to organisation-wide social ESG strategy, we bring the real-world experience and sector-leading expertise to make social policy work for your business and for the customers and communities you work in.

Our Vision

A world where everyone gets the opportunity to thrive through meaningful work.

Our Purpose

To provide organisations with expertise, guidance, training, and support that enables them to effectively implement socially responsible procurement practices and achieve inclusive employment outcomes.





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Year in Review

Last year, we sowed the seeds for The Fair Co.'s future. We rebranded from Jobsbank and laid the foundations for a new chapter as a for-purpose professional services firm. This year, that transformation came to life.

We successfully fulfilled our government contract and forged ahead as an independent consultancy and registered social enterprise. In doing so, we carried forward close to a decade of experience building capability in social procurement and inclusive workforce development. This combination of social purpose, policy knowledge and practical delivery experience enables us to help businesses, government and project partners navigate complexity, turn commitments into action and create social value through stronger, more diverse supply chains, greater employment and skills opportunities, and enduring social licence.

Our vision is a world where everyone has the opportunity to thrive through meaningful work. Social procurement and the social dimension of ESG allow us to amplify that impact. By helping organisations implement effective procurement and people practices, we create opportunities for disadvantaged groups, not only through direct employment, but throughout the supply chain.

With much of our client base concentrated in the energy sector and infrastructure, we had the opportunity to shape how social value is delivered alongside the physical infrastructure our clients' projects create. Our clients are typically buyers with significant purchasing power, ambitious social value commitments and a need to navigate complex social procurement policy and implementation requirements.



Drawing on our experience across government, industry, procurement and inclusive workforce development, we helped them translate those commitments into practical procurement and people strategies, clear delivery plans and achievable, place-based targets in tenders. Through this work, we were able to support our clients and their suppliers in creating more contracting opportunities for social benefit suppliers and First Nations businesses and thousands of employment hours for people with barriers to employment and progression. By aligning policy intent and project goals with local conditions, community priorities, supplier availability and labour market opportunities, we helped direct effort to where it could create meaningful and lasting value.



Capability building has always been integral to our work, and this year we extended that work interstate. Alongside Business Chamber Queensland, we delivered procurement workshops through Queensland's Ahead of the Game series, equipping businesses with the knowledge and confidence to pursue purposeful public procurement opportunities and understand the role of diverse suppliers within the value chain



We also delivered workshops, presentations and information sessions for social enterprises, government and industry, including with the Social Enterprise Council NSW and ACT, AHK German Business Chamber, AHRI, LG Pro, RMIT University and local business councils. These activities strengthened understanding of procurement processes, buyer expectations, tender requirements, inclusive employment practices, and Indigenous procurement and employment initiatives. In parallel, we worked closely with a disability employment enterprise and a First Nations business to design programs that support pathways into open employment and enable more First Nations employees to gain skills and qualifications in some of Australia's most in-demand technical fields.

Our commitment to the First Nations business community continued through our ongoing collaboration with Kinaway Aboriginal Business Chamber, our support for the annual Aboriginal Business Awards and the ICN Aboriginal Business Showcase, and our work with clients such as the SEC to advance First Peoples' self-determination.

Our practical experience also enabled us to contribute an authoritative perspective to research. This year, we participated in one of Deakin University's new initiatives, Advancing social procurement maturity in infrastructure delivery. We also continued our work on the project Creating sustainable employment for disadvantaged and vulnerable groups with Associate Professor Jo Ingold of Deakin University and research partners from the University of Sydney, Social Ventures Australia, Asuria People Services and Jobs Victoria. Our contribution to these projects connects policy insight and academic research with commercial realities and practical delivery, generating knowledge that can strengthen social procurement practice, improve employment outcomes for people who face barriers to work and enhance the advice we provide to clients.

The year also marked a significant milestone with the successful delivery and close-out of our work with the Department of Jobs, Skills, Industry and Regions to upskill Victorian employers to adopt more inclusive employment practices for Victorian jobseekers. Its completion represents more than the conclusion of a substantial body of work; it marks the official start of our next chapter. As an independent registered social enterprise, we now bring our established expertise to clients across the public and private sectors, combining strategic advice with practical delivery to help them set direction, strengthen internal and supplier capability, demonstrate value and continually improve.

Looking ahead, we remain committed to creating stronger communities, expanding opportunities for people to thrive through meaningful work and, ultimately, making good business better.



Impact at a Glance

Our work with our clients on major infrastructure projects actively supports stronger workforce participation, supplier diversity and economic inclusion, acheiving:



76,142

Employment Hours for Priority Job Seekers



9,464

Employment Hours for People Living with Disability



46,990

Apprentice, Trainee & Cadet Hours Major Project Skill Guarantee



12,421

First Nations Employment Hours



78,062

Women's Employment Hours Across Trade, Non-Trade and Management Roles
Building Equality Policy



$4.27M

Social Benefit Supplier Spend
80% with First Nations businesses



Case Study

AECOM and Aurecon – Project Thrive Joint Venture Strengthening a Winning Bid for Greater Western Water

When Thrive, the joint venture between AECOM and Aurecon, tendered for Greater Western Water's infrastructure planning and delivery program, social procurement and workforce commitments represented more than 30% of the evaluation criteria. Recognising the significance of these requirements, Thrive engaged The Fair Co. to strengthen its response and ensure alignment with Victorian Government procurement policies.

Drawing on our expertise in Victoria's Social Procurement Framework and Local Jobs First requirements, The Fair Co. worked closely with teams across AECOM and Aurecon to consolidate social impact initiatives, workforce commitments and procurement strategies into a single, cohesive response. With stakeholders spread across multiple states and functions, including procurement, human resources, sustainability and engineering, our role was to coordinate evidence, align commitments and translate existing capabilities into a policy-compliant and competitive tender submission.

Over a two-month period, we collaborated with Thrive's Winning Work team to develop a practical, credible and outcomes-focused bid that addressed social procurement, workforce participation and local industry requirements.

The result? A compelling, evidence-backed bid that helped to secure Thrive's role as GWW's planning partner for the next five years.

> "The experience and expertise that The Fair Co. brought to the Thrive bid complemented the existing technical knowledge and skills of the AECOM and Aurecon teams."



Case Study

Powering the Future - Battery Energy Storage System (BESS) Procurement support

We engaged The Fair Co. to support the development of our tender documentation and evaluate submissions across four specific domains: Social Procurement, Local Jobs First (Major Project Skills Guarantee), Circular Materials (Commonwealth Environmentally Sustainable Procurement Policy), and Gender Equality.

Having not previously structured procurement requirements of this nature, we needed specialist input to ensure our tender conditions were clearly articulated and that incoming submissions could be meaningfully assessed against them.

> “The Fair Co. provided that expertise across both Victorian and Commonwealth policy frameworks, translating requirements into clear evaluation criteria and delivering structured analysis of bidder submissions. Their advice was practical, well-reasoned, and gave us confidence in the decisions we ultimately made. We would have no hesitation recommending The Fair Co. to other organisations navigating similar procurement requirements.”
>
> – Procurement Manager, Project Developer



Case Study

Supporting the Victorian State Electricity Commission (SEC) with Best Practice Requirements

Supporting the SEC with the development and implementation of social procurement objectives, Local Jobs First obligations and outcomes for First Nations and Women's Gender Equality on the Horsham Renewable Energy Park (HREP). Collaboratively worked with various units within the organisation to ensure a strategic vision was supported and understood across the organisation.

Engagement included support for stakeholders involved in procurement from both the development and delivery of the project.

> "To date, with support from The Fair Co. and through our Kinaway partnership, we have engaged more than 12 Victorian First Peoples businesses across recruitment, catering, legal, cleaning and compliance services."
>
> – SEC First Peoples Self-Determination Strategy

Meet Our Board

The Fair Co is led by a dedicated Board of Directors driving our purpose and growth.

Bringing together expertise across business, governance, community development and social impact, our Board provides valuable insight and strategic oversight. Their commitment to creating positive outcomes for people, communities and businesses helps shape our direction and strengthen the value we deliver.



Daniel Findley
Board Chair



Samantha Read
Deputy Chair



Claire Ferres Miles
Board Member



Emilie van de Graaff
Board Member



Kei Ho
Board Member



Vishaal Kishore
Board Member

Our Clients and Partners

Together with our clients, collaborators and partners, we have created opportunities, strengthened communities, and delivered sustainable social value.



































































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