

Laing O'Rourke reports on Australian Gender Pay Gap February 2025

Laing O'Rourke Australia has published its latest Gender Pay Gap analysis, in alignment with the Workplace Gender Equality Act.

According to Mark Dimmock, Managing Director - Australia, measuring and managing the Gender Pay Gap is part of Laing O'Rourke's commitment to leading change in the construction industry, which needs more divergent talent to solve the complex problems facing the sector.

"We support WGEA's public reporting of Gender Pay Gap data, as it provides the most accurate representation of the overall pay gap within an organisation. This is yet another example of the changes our industry should be making to improve the transparency and conversation around the gender discrepancies that exist in so many Australian workplaces," Mark said.

"With the proven link between gender diversity and positive business outcomes, attracting, retaining and developing women within Laing O'Rourke is integral to our mission to drive long overdue change in our industry. In fact, achieving parity between female and male employees by 2033 is one of the key goals within our global sustainability strategy."

Laing O'Rourke's Gender Pay Gap in Australia at the time of reporting (31 March 2024) was 23%*, (average total remuneration gap) which is 3.1% lower than the Australian construction industry comparison group average of 26.1% and a reduction of our previous years' Gender Pay Gap of 24.2%.

Laing O'Rourke Australia employed 2,863 people at the time of reporting (31 March 2024) with women representing 31% overall. This compares to 13.6% across the construction industry. Click the link for further information published on the WGEA website: <https://www.wgea.gov.au/>

Commitment to equal pay

Laing O'Rourke has a strong commitment to equal pay and has rigorous salary decision-making processes which ensure men and women are paid equally for the same work. This is reviewed each year and action is taken, in the form of an additional pay increase, if any like-for-like gaps exist.

There is a strict process in place ensuring women are not recruited into salary bands beneath their skills and experience, which corrects what may have been years of pay discrepancy in a woman's career.

Increase the representation of women

At Laing O'Rourke, 31% of employees are female (including staff and blue-collar workforce). The strategy is simple – hire, develop, promote and retain more women

into senior roles and higher paying occupations such as Engineering, Project Management and Supervision.

Laing O'Rourke has increased female representation on its Australian Executive Committee to 45%, and in the 12-month reporting period to 31 March 2024, there was an overall increase in female internal and external appointments from 32% to 37%, and promotions from 31% to 37%.

Gender parity in Intern and Graduate hiring has a long-term positive impact, but over the short-term, widens the gap. For the past five years, Laing O'Rourke has achieved gender parity when recruiting early talent, meaning that a high proportion of our women are still developing into senior construction professionals and paid in the lower quartile.

More women in senior roles on projects

Laing O'Rourke has had a target to increase the representation of women in senior project roles (in addition to corporate, office-based roles) since 2019. This has increased from 11% in 2019 to 19% as at 31 March 2024.

Strategic plans and policy change

Since launching Laing O'Rourke's [Gender Equality Action Plan](#) in March 2024, eight initiatives have been implemented, increasing specific outcomes around leadership visibility and accountability, as well as embedding behavioural change. This has been evident in the continued increase in the development and promotion of women across the organisation.

The plan outlines recruitment strategies, sponsorship of emerging female leaders by executive members of the organisation, and mandatory training for executive, senior and hiring managers to reduce gender bias whilst cultivating a positive and engaging culture within their teams.

There are systemic and cultural drivers affecting women's participation and workforce experience in the construction industry, such as paid parental leave, affordable and accessible childcare, pervading challenges around gender-based discrimination and bias, flexible working arrangements, limited senior and management opportunities for part-time/job-share employees, and perceptions, expectations, and norms of gender-based care-giving roles. Without addressing these, the Gender Pay Gap is likely to persist.

"Whilst Laing O'Rourke cannot change these societal drivers, we can play our part, through leading strategies and initiatives such as providing six months paid parental leave to women and men, paying superannuation on paid and unpaid parental leave, providing increased development opportunities through our sponsorship program, and proactive strategies to eliminate all forms of potential gender-based harassment and discrimination from our business," said Helen Fraser, Director - People.

*Internal (Laing O'Rourke) and Public (WGEA) Gender Pay Gap Reporting Differences

On 4 March 2025, WGEA will publish gender pay gaps for 'relevant employers' in the private sector based on data that was submitted for the 2023-24 Gender Equality Reporting program.

'Relevant employers' are defined as those that employ 100 or more employees, whether as a standalone organisation with a single ABN, or as a corporate structure with 100 or more employees across multiple entities.

For ease of reporting, Laing O'Rourke Australia Group submits data as a corporate structure, comprising five separate legal entities (Laing O'Rourke Australia Construction, Laing O'Rourke Australia Management Services, LORQ Building, LORA National and Select Plant Australia).

As all five entities forming Laing O'Rourke Australia Group are part of the same corporate structure with the same workplace policies and strategies, internally we calculate our Gender Pay Gap based on the remuneration data for all employees of the group.

In their public reporting, WGEA doesn't report on overall submission groups, but instead, publish information for each ABN that employs 100 or more people. This has resulted in Laing O'Rourke having two industry benchmark reports with different Gender Pay Gap outcomes than what is reported internally, as outlined below:

Entity	Number of Employees	Reported Publicly	Average Base Salary GPG	Average Total Remuneration GPG
LORA Construction	2,685	Yes	21.5%	26.8%
LORA Management Services	155	Yes	3.2%	-4.0%
LORQ Building	7	No	14.9%	11.9%
LORA National	1	No	n/a	n/a
Select Plant Australia	15	No	-11.4%	-4.1%
Laing O'Rourke Australia Group	2,863	No	18.4%	23.0%

You can access all available data and reports for Laing O'Rourke via the Workplace Gender Equality Agency's Data Explorer section of their website here:

<https://www.wgea.gov.au/Data-Explorer>