



Diversity and Inclusion

OUR GROUP COMMITMENT

Effective April 2021

## Laing O'Rourke – where we belong

When we go to work, we should feel we are going to a place where we are accepted, understood and valued. Just as importantly, we should go to work committed to making others feel the same way. Such a working environment does not happen by chance. It does not happen overnight. It happens starting with each of us – today – and it is simply the right thing to do.

### 1. Call it out

Inclusiveness does not mean uniformity and it does not mean political correctness.

In fact, it relies on recognising, embracing and even utilising our differences – in gender, sexuality, race, culture, capabilities, philosophies, experiences and perspectives. When we do this, we develop better solutions and become better people.

At Laing O'Rourke we commit to speak up when we see unfair and non-inclusive practices. We encourage different opinions and welcome challenges to our ideas. We treat innovation and excellence as a team sport, where everyone gets to play.

**We will:**

- **Recognise and reward leaders who create work environments that embrace diversity and promote inclusion.**
- **Hold Hub executive teams and senior operational and functional leaders accountable for driving our Diversity and Inclusion agenda**

### 2. Intervention

Appreciating diversity begins with recognising and overcoming our biases, some of which may be hidden to us. Assumptions about others can inhibit our decision-making in areas such as recruitment, promotion and innovation, and limit our ability to empower our people to succeed.

Everyone at Laing O'Rourke deserves the opportunity to contribute and develop regardless of their identity. Women in particular should not face the barriers that have endured in our male-dominated industry.

**We will:**

- **Set ambitious targets and take clear actions to accelerate the number of women in project leadership**
- **Lead from the top, with Inclusive Leadership training held for Group and Hub executives, to then be flowed through the organisation**

### 3. Connection

Inclusion is about depth. We must delve past superficial understanding of an individual in order to develop a truly inclusive culture at Laing O'Rourke. We need to connect at a personal level to understand differing values and needs, then shape new methods of working which effectively align with those factors.

We will focus on outcomes rather than inputs, using technology to connect teams and ensure the individuals on those teams can achieve excellence within an acceptable work-life balance.

**We will:**

- **Trial new working patterns to drive productivity, sustainability and engagement – and celebrate success**
- **Work with like-minded clients on projects that shape the future for a more inclusive industry**