

## Laing O'Rourke reports on Australian Gender Pay Gap

February 2026

Laing O'Rourke Australia has released its latest Gender Pay Gap analysis, in line with the requirements of the Workplace Gender Equality Act. The reporting reinforces the organisation's commitment to transparency and to accelerating meaningful change across the construction sector.

Mark Dimmock, Managing Director – Australia, said that understanding and addressing the Gender Pay Gap is essential to building a more inclusive and future-fit industry.

"We welcome WGEA's public reporting of Gender Pay Gap data because it provides the most accurate and holistic view of pay equity within an organisation. Increased visibility is the tool our industry needs to deepen the conversation around the gender imbalances that persist across Australian workplaces," Mark said.

"There is a clear and well-established link between gender diversity and stronger business performance. That's why attracting, retaining and developing talented women is fundamental to our ambition to drive long-overdue transformation within the construction sector. Achieving gender parity across our staff by 2033 is a core priority embedded in our Global Sustainability Strategy."

Laing O'Rourke's Gender Pay Gap in Australia at the time of reporting (31 March 2025) was 22.7%, (average total remuneration gap), which is 5.7% lower than the industry comparison group (Other Heavy and Civil Engineering Construction) who have an average of 28.4%. It also represents a small reduction of our previous years' Gender Pay Gap (of 23%).

The gender pay gap represents the difference between the average earnings of all women and men across our organisation. It is not a measure of equal pay. Equal pay refers to men and women being paid the same for performing the same or comparable work, and Laing O'Rourke meets all legal obligations in this regard.

Our gender pay gap is primarily driven by the underrepresentation of women in senior and leadership positions. While women make up 16% of our upper pay quartile—more than double the industry benchmark of 7%—women represent 54% of our lower pay quartile. This distribution reflects the structural challenge we are working to address through targeted initiatives to support career progression, increase female representation in leadership, and build a more gender-balanced workforce across all roles.

At the time of reporting (31 March 2025), Laing O'Rourke Australia employed 2787 people, with women representing 30% of overall employees. This compares favourably to our industry comparison group (Other Heavy and Civil Engineering Construction), who have an average composition of women of 21%.

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 (if any unexplainable like-for-like gaps exist) in the form of an additional pay increase.

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



## **Increase the representation of women**

“At Laing O’Rourke, 30% 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.

While we acknowledge a small decrease in our internal appointments (31.4% to 31.3%), and external appointments (30.7% to 29.3%), this is reflective of the majority of our projects achieving completion and a nation-wide slowdown in the infrastructure pipeline over the last 12-18 months.”

Despite this, one of our core pillars in our Gender Equality Action Plan is to promote and advocate for women, so we are pleased with the increase in our promotions from 33.6% to 43.2% across the reporting period.

Since the previous report, we have also seen increases in our early talent cohorts. Participation from our female graduates have increased from 49% to 51% and our female apprentices have increased from 7% to 11%.

Gender parity in early talent cohorts has a long-term positive impact, but over the short-term, it initially widens the gender pay gap (as described earlier in this statement). For the past five years, Laing O’Rourke has championed 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 grades**

We are pleased to see our continued commitment to development, promotion and advocacy has delivered a three percent increase of women in general manager occupations (increasing from 9% to 12%). We will continue to develop our female talent to step into more senior roles, as you ‘can’t be what you can’t see’. This will deliver sustainable, long-term career opportunities and should further reduce our gender pay gap in years to come.

## **Strategic plans and policy change**

Since launching Laing O’Rourke’s most recent Gender Equality Action Plan (GEAP) in March 2024, twelve 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 GEAP outlines recruitment strategies, sponsorship of emerging female leaders by executive members of the organisation, and mandatory training for executives, senior management and hiring managers to reduce gender bias whilst cultivating a positive and engaging culture within their teams.

We are committed to continuing our progress in gender equality through our actions, strategies and targets. Over the next twelve months, Laing O’Rourke will:

- Deliver training to our Executive and Senior Leadership teams in Psychosocial Hazard and Respect@work.
- Build hiring manager capability in diverse recruitment
- Deliver two Cultivate Sponsorship programs (a program designed to link emerging female leaders with executive sponsors)
- Launch our new Gender Equality Learning Space on our internal learning management system
- Focus on policy and education through policy updates, supply chain engagement and training to drive change beyond our business
- Focus on employee experience from attraction, onboarding, development, promotion and advocacy.
- Provide leaders with tangible goals and actions that they can make to drive towards achieving our 50/50 gender balance globally by 2033.
- Provide ongoing advocacy to raise awareness, educate and share the good news stories and ongoing benefits of a balanced and inclusive workplace.