

2020 - 21 Compliance Program

Submitted by:

**Laing O'roure Australia Pty Ltd
(ABN:71111023431)**

I&E 2025 Pty Ltd (ABN:57624603550)

**Laing O'roure Australia Construction Pty
Ltd (ABN:39112099000)**

**Laing O'Rourke Australia Management
Services Pty Limited. (ABN:99001918252)**

**LORA NATIONAL PTY LTD
(ABN:72644255907)**

#Workplace overview

Policies and strategies

1: Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?

...Recruitment	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Retention	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Performance management processes	Yes(<i>Select all that apply</i>)
...Yes	Policy
...Promotions	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Talent identification/identification of high potentials	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Succession planning	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Training and development	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Key performance indicators for managers relating to gender equality	Yes(<i>Select all that apply</i>)
...Yes	Strategy

2: Do you have formal policy and/or formal strategy in place that support gender equality overall?

Yes(*Select all that apply*)

...Yes	Policy Strategy
--------	--------------------

3: If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

Laing O'Rourke has launched an industry-leading sustainability strategy, with a 50/50 target for male and female participation in staff roles by 2033.

Since our last report, we have made significant gains, including:

- Increasing senior females on-site from 9% to 17%
- 50/50 representation of males and females in our graduate development programs
- Launching our Cultivate Sponsorship Program (a female mentoring program which pairs mid- to senior-level females with a member of the Australian

Executive Committee)

- Knowing Our People (quarterly talent reviews, with a focus on retention of females)
- Targeted recruitment campaign (focusing on growth and numbers of females in specific job families)
- Gender targets for our emerging leaders and senior leadership development programs
- Presentation at Industry events (Females in Construction, ACA, Chamber of Commerce)
- Increasing Aboriginal women in the business
- Pushing and increasing diversity in pre-contract work winning area (clients and marketing)
- Executive recruitment targets (two in five hires needs to be female, minimum 40% female recruitment at senior level reporting to Executive)
- Cascading D&I goals from Executive to operational leadership
- Inclusive Leadership training for Executive

Governing bodies

Laing O'rouke Australia Pty Ltd

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Australia Hub Executive Committee
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female (F)	0
...Male (M)	1
...Gender X	0
...Members	
...Female (F)	3
...Male (M)	8
...Gender X	0

1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	No(<i>Select all that apply</i>)
	Do not have control over governing body/appointments
1.5: Has a target been set to increase the representation of women on this governing body?	Yes(<i>Provide further details on your target</i>)
10.6: What is the percentage (%) target?	40.00%
10.7: What year is the target to be reached (select the last day of the target year)?	31-Dec-2023

I&E 2025 Pty Ltd

Laing O'rourke Australia Construction Pty Ltd

Laing O'Rourke Australia Management Services Pty Limited.

LORA NATIONAL PTY LTD

2: If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.

We are on track to achieve our target of 40% female representation on the Australian Hub Executive Committee by 2023 after an additional female was appointed onto the Committee post 31 March 2021.

#Action on gender equality

Gender pay gaps

1: Do you have a formal policy and/or formal strategy on remuneration generally?

Yes(*Select all that apply*)

...Yes	Policy Strategy
1.1: Are specific pay equity objectives included in your formal policy and/or formal strategy?	Yes(<i>Select all that apply</i>)
...Yes	To achieve gender pay equity To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance reviews) To implement and/or maintain a transparent and rigorous performance assessment process

2: Did your organisation receive JobKeeper payments?

Don't know / Not applicable

3: What was the snapshot date used for your Workplace Profile?

31-Mar-2021

4: If your organisation would like to provide additional information relating to gender pay gaps in your workplace, please do so below.

The Managing Director, Cathal O'Rourke is a WGEA Pay Equity Ambassador, and our General Manager - People, Helen Fraser, has published information and advice on the challenges of gender pay gaps in the construction industry, and how to close these gaps.

Over the past 12 months, our focus has been on increasing the number of women in leadership roles across the business. While this has had a positive impact on our Base Salary gender pay gap, our Total Remuneration gender pay gap remains high. This is largely due to the increase in people we have working on fly-in, fly-out projects during the reporting period. These projects include significant overtime, travel allowances and other allowances contained within Enterprise Bargaining Agreements, and at this stage, these projects have a high proportion of men. We recognise these challenges and will look for opportunities to bring females into non-traditional roles in the coming years.

Employer action on pay equity

1: Have you analysed your payroll to determine if there are any remuneration gaps between women and men (e.g. conducted a gender pay gap analysis)?

Yes(*Provide further details on the most recent gender remuneration gap analysis that was undertaken.*)

1.1: When was the most recent gender remuneration gap analysis undertaken?	Within the last 12 months
1.2: Did you take any actions as a result of your gender remuneration gap analysis?	Yes(<i>Select all that apply</i>)
1.2: Did you take any actions as a result of your gender remuneration gap analysis?	<ul style="list-style-type: none"> Created a pay equity strategy or action plan Identified cause/s of the gaps Analysed commencement salaries by gender to ensure there are no pay gaps Analysed performance ratings to ensure there is no gender bias (including unconscious bias) Set targets to reduce any organisation-wide gap
.. Yes	<ul style="list-style-type: none"> Reported pay equity metrics (including gender pay gaps) to the governing body Reported pay equity metrics (including gender pay gaps) to the executive Corrected like-for-like gaps Reviewed remuneration decision-making processes
1.3: You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide)	We undertake a gender remuneration gap analysis each year, looking at both like-for-like and organisational-wide pay gaps. As a result of our 2020 gender pay analysis, we increased the salaries of 24 females effective 1 November 2020. The total value of the base salary increases equated to \$331,191 per annum.

2: If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.

All remuneration and promotion decisions are analysed from a gender perspective. We have amended our process of approving new hire pay decisions to require additional approval to be sought where a candidate is being appointed below or above our salary bands. At this stage, our General Manager - People reviews the request for any potential gender bias. This practice has resulted in a number of women having a higher pay increase to join Laing O'Rourke than they might have expected.

In addition, gender targets have been set for leadership roles within the organisation. These gender targets are very focussed on addressing the organisational wide gap, which is driven by the higher proportion of men in senior roles across the business.

Employee consultation

1: Have you consulted with employees on issues concerning gender equality in your workplace?

Yes(*Provide further details on the employee consultation process.*)

1.1: How did you consult employees?	<ul style="list-style-type: none"> Survey Consultative committee or group Focus groups Performance discussions Other (provide details)
-------------------------------------	---

...Other (provide details)	Other ways in which we have consulted with employees on gender equality during the period include: Yammer (on-line two-way communication); Micro experiments on projects around flexibility; Videos, live streams and broader communication spotlighting flexibility, our gender targets and broader diversity achievements and ambitions; and Company-wide communication (staff updates, Managing Director LOR Live updates).
1.2: Who did you consult?	ALL staff Management Diversity committee or equivalent Other (provide details)
...Other (provide details)	Women and men returning from parental leave

2: If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.

In the past two years we have increased the profile of gender diversity and flexibility across Laing O'Rourke. We presented our desire to create genuinely flexible workplaces at our all-staff updates, and this has engaged our people in conversations and trials around flexible working. We have run focus groups with women across our business to understand their experiences and to better inform our policies and practices. We have also consulted with a large group of senior project leaders (largely male) to explore how we can work more inclusively and flexible on construction sites.

#Employee work/life balance

Flexible working

1: Do you have a formal policy and/or formal strategy on flexible working arrangements?

Yes (Select all that apply)

...Yes	Policy Strategy
...A business case for flexibility has been established and endorsed at the leadership level	Yes
...Leaders are visible role models of flexible working	Yes
...Flexible working is promoted throughout the organisation	Yes
...Targets have been set for engagement in flexible work	Yes
...Targets have been set for men's engagement in flexible work	Yes
...Leaders are held accountable for improving workplace flexibility	Yes
...Manager training on flexible working is provided throughout the organisation	Yes
...Employee training is provided throughout the organisation	Yes
...Team-based training is provided throughout the organisation	Yes
...Employees are surveyed on whether they have sufficient flexibility	Yes
...The organisation's approach to flexibility is integrated into client conversations	Yes
...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	Yes
...Other (provide details)	Yes
	We have a Flexible Work Toolkit which provides

...Yes	information on how employees can work flexibly, with guidance for managers and employees. We have senior people who adopt flexible working and this is promoted across the business. This was in place prior to COVID-19, however the pandemic has accelerated the need to work flexibly and proven the ability of our teams to work flexibly and be productive.
--------	--

2: Do you offer any of the following flexible working options to MANAGERS in your workplace?

...Flexible hours of work	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available Informal options are available
...Compressed working weeks	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available Informal options are available
...Time-in-lieu	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Informal options are available Formal options are available
...Telecommuting (e.g. working from home)	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available Informal options are available
...Part-time work	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available Informal options are available
...Job sharing	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available Informal options are available
...Carer's leave	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available Informal options are available

...Purchased leave	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available
...Unpaid leave	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available

3: Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?

Yes

4: Were managers in your organisation allowed to make INFORMAL flexible working arrangements with their team members in response to the COVID-19 pandemic?

Don't know / Not applicable

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce compared to pre-COVID-19?

Don't know / Not applicable

6: If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, please do so below.

Flexible work allows our people to be their best in all facets of their lives, supporting sustainable high performance, collaboration and an enhanced capacity to make choices about the how and where work is performed. We encourage our people, our leaders, our clients and our supply chain to stretch their thinking around flexibility to drive industry wide change.

We know that to make sustainable change we need to innovate by trialling new ideas and models and continue to evolve them to suit our work and lifestyle needs. To support our approach to flexibility, the following targets have been agreed:

- 100% of people consistently accessing some form of flexible work;
- 100% of people having accessed flexible working in the past 30 days;
- 40% of our staff are working remotely from their usual workplace on any given day;
- Equal access and utilisation of flexible work by our male and female employees; and
- Equal sentiment from our males and female employees on the positive impact flexible working has on their careers.

Live flexibility examples from our staff include:

- Rotating attendance at and/or recording and sharing prestart meetings
- Creating blocks of time when meetings cannot be held
- Taking extended lunch breaks to exercise
- Creating and resourcing genuine part-time roles
- Working from interstate offices to visit family

- Living regionally and working between multiple locations; project sites, head offices and home
- Supervisors and construction management teams are forward planning days/time slots they can work remotely with site coverage by their colleagues and with availability over the phone
- Working while commuting; on a bus, train or plane.

#Employee support

Paid parental leave

1: Do you provide employer funded paid parental leave regardless of carer's status (i.e. primary/secondary) in addition to any government funded parental leave scheme?

Yes, we offer employer funded parental leave (using the primary/secondary carer definition)

1.1: Do you provide employer funded paid parental leave for primary carers in addition to any government funded parental leave scheme?	Yes(<i>Please indicate how employer funded paid parental leave is provided to the primary carers.</i>)
1.1.a: Please indicate whether your employer-funded paid parental leave for primary carers is available to:	All, regardless of gender
1.1.b: Please indicate whether your employer-funded paid parental leave for primary carers covers:	Birth Adoption Surrogacy Stillbirth
1.1.c: How do you pay employer funded paid parental leave to primary carers?	Paying the employee's full salary
1.1.d: Do you pay superannuation contribution to your primary carers while they are on parental leave?	Yes, on employer funded parental leave
1.1.e: How many weeks (minimum) of employer funded paid parental leave for primary carers is provided?	26
1.1.f: What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?	91-100%
1.2: Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme?	Yes(<i>Please indicate how employer funded paid parental leave is provided to the secondary carers.</i>)
1.2.a: Please indicate whether your employer-funded paid parental leave for secondary carers is available to:	All, regardless of gender
1.2.b: Please indicate whether your employer-funded paid parental leave for secondary carers covers:	Birth Adoption Surrogacy Stillbirth
1.2.c: How do you pay employer funded paid parental leave to secondary carers?	Paying the employee's full salary

1.2.d: Do you pay superannuation contribution to your secondary carers while they are on parental leave?	Yes, on employer funded parental leave
1.2.e: How many weeks (minimum) of employer funded paid parental leave for secondary carers is provided?	2
1.2.f: What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?	90-100%

2: If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.

We are currently undertaking a formal review of our Parental Leave Policy. As part of this review we are looking to remove the primary carer requirement meaning our paid leave offering will be available to all parents. We will also likely remove the current eligibility period and explore opportunities to provide more flexible parental leave options.

Support for carers

1: Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

Yes(*Select all that apply*)

...Yes	Policy Strategy
--------	--------------------

2: Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

...Employer subsidised childcare	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Not a priority
...Other (provide details)	
...On-site childcare	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Not a priority
...Breastfeeding facilities	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at SOME worksites
...Childcare referral services	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Currently in development(<i>Select the estimated completion date.</i>)
...Currently in development	1-Oct-2021
...Internal support networks for parents	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at SOME worksites

...Return to work bonus (only select if this bonus is not the balance of paid parental leave)	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Other (provide details)
...Other (provide details)	Our focus is on our leave offering that will be equally available to parents regardless of their decision to return to work. We are focusing our efforts on increased support services to improve the return to work experience.
...Information packs for new parents and/or those with elder care responsibilities	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	1-Oct-2021
...Referral services to support employees with family and/or caring responsibilities	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at ALL worksites
...Targeted communication mechanisms (e.g. intranet/forums)	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at SOME worksites
...Support in securing school holiday care	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	1-Oct-2021
...Coaching for employees on returning to work from parental leave	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at ALL worksites
...Parenting workshops targeting mothers	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Not a priority
...Parenting workshops targeting fathers	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Not a priority
...Other (provide details)	No

3: If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.

We are currently undertaking a formal review of our Parental Leave Policy. As part of this review we will increase our internal and external support services offering. Specifically, we are reviewing our external parental leave support service partner and will likely engage with a new provider with a better offering. We are also developing guides, forums, and groups to better support Laing O'Rourke parents.

1: Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?

Yes(Select all that apply)	
...Yes	Policy Strategy
1.1: Do you provide a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?	Yes

2: Do you provide training on sex-based harassment and discrimination prevention to the following groups?

...All managers	Yes(Please indicate how often is this training provided (select all that apply):)
...Yes	At induction Every one-to-two years
...All employees	Yes(Please indicate how often is this training provided (select all that apply):)
...Yes	At induction Every one-to-two years

3: If your organisation would like to provide additional information relating to sex-based harassment and discrimination, please do so below.

We engage an external trainer to conduct Discrimination, Harassment and Bullying Prevention Training for all Operation General Managers, Project Directors, Project Leaders and Senior Frontline Leaders throughout the business.

Family or domestic violence

1: Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?

No(Select all that apply)	
...No	Currently under development(Select the estimated completion date.)
...Currently under development	1-Nov-2021

2: Other than a formal policy and/or formal strategy, do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?

...Employee assistance program (including access to psychologist, chaplain or counsellor)	Yes
...Training of key personnel	No(Select all that apply)
...No	Currently under development(Select the estimated completion date.)
...Currently under development	1-Nov-2021

...A domestic violence clause is in an enterprise agreement or workplace agreement	Yes
...Workplace safety planning	No(<i>Select all that apply</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	1-Nov-2021
...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	Yes
...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	Yes
...Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	No(<i>Select all that apply</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	1-Nov-2021
...Access to unpaid leave	Yes
...Confidentiality of matters disclosed	Yes
...Referral of employees to appropriate domestic violence support services for expert advice	Yes
...Protection from any adverse action or discrimination based on the disclosure of domestic violence	Yes
...Flexible working arrangements	Yes
...Provision of financial support (e.g. advance bonus payment or advanced pay)	Yes
...Offer change of office location	Yes
...Emergency accommodation assistance	No(<i>Select all that apply</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	1-Nov-2021
...Access to medical services (e.g. doctor or nurse)	No(<i>Select all that apply</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	1-Nov-2021
...Other (provide details)	Yes
	Employees experiencing domestic or family violence may also use personal and annual leave. We would consider each case and may

...Yes

provide special paid leave, accommodation options, pay in advance, or other support options to help an employee in a family or domestic violence situation.

3: If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below.

As part of our FY21 Diversity and Inclusion Strategy we will be formally reviewing our Domestic or Family Violence provisions. We will have a formal policy in place before the end of 2021. The policy review will include paid domestic violence leave provisions, access to emergency accommodations and increased training and support services.