

# GENDER EQUALITY ACTION PLAN

We are committed to driving real change across our business and our industry so both men and women can access rewarding and challenging careers, in an environment where they can thrive. Our Gender Equality Action Plan sets out how we will achieve our market leading gender parity targets, through courageous change, honest conversations and building capability. We believe that our business will be better, for our people, our clients and our stakeholders, when we achieve gender parity and this plan outlines our way towards this ambitious goal.



# GROUP GENDER EQUALITY STRATEGY

**Four strategic pillars** to deliver our goal of gender parity in staff roles by 2033.

## Leadership and Accountability

1

We have set clear targets driven at all leadership levels and visible in business and project performance metrics and KPI's. We are building competence in leaders to understand the case for gender diversity and the proven way to make change. We will continue to build gender diversity outcomes into our performance practices.



2  
Attract and Recruit

3  
Engage and Develop

4  
Promote and Advocate

2

3

4



## Culture

We will be courageous around gender diversity and inclusion. We will consider how we support people's professional and personal growth by enabling them to bring their whole selves to the workplace where they have trust of their leaders, feel safe and belong. When we see behaviour that puts our culture at risk we will actively demonstrate our commitment to call it out.





# GENDER EQUALITY ACTION PLAN

These deliverables will support the achievement of our four strategic pillars.



## STRATEGIC PILLARS

1 Leadership and Accountability

2 Attract and Recruit

## DELIVERABLES

1. Leadership performance in gender equality measured, reported and rewarded.
  2. Visible leadership and promotion of the variety of services, events, benefits, and support available to create inclusive workplaces.
  3. Build leadership capability in eliminating sexual harassment and discrimination from our workplaces and measure the impact.
  4. Leaders understand and make decisions which positively impact our gender pay gaps.
  5. Leaders sponsor and mentor women.
1. Workforce planning processes ensuring diverse teams are built from the early bid phases and throughout delivery.
  2. Audit current recruitment processes and implement change to increase attraction and recruitment of women.
  3. Expansion of our Inspiring STEM+ Programme and continued commitment to women in early talent programs.
  4. Build hiring manager capability in diverse recruitment.
  5. External campaigns targeting women.

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## STRATEGIC PILLARS

3

Engage and Develop

4

Promote and Advocate

## DELIVERABLES

1. Networking events designed and delivered for meaningful, deliberate collaboration and engagement.
  2. Develop and implement programs to attract women into non-traditional roles such as supervisors.
  3. LOR Learn learning pathways developed including Gender bias, Flexible Working, Inclusive Leadership.
  4. Proactively identify and eliminate risk of gender-based harassment and discrimination.
  5. Consistently embed flexible working onto projects.
1. Cultivate Sponsorship Program implemented twice a year focused on readiness for senior project roles.
  2. Identify top talent and ensure development plans are created and monitored.
  3. Invest in building leadership, functional and role-specific skills in women to ensure readiness for promotion.
  4. Visibly celebrate the careers and successes of women in Laing O'Rourke.
  5. Ensure Laing O'Rourke talent programs and succession planning include stretch targets for participation of women.

# KEY ENABLERS OF OUR GENDER EQUALITY ACTION PLAN

## Policies, Tools and Programs

Flexible Working policies and procedures

Inclusive Language Guide

Respect @ Work and Psychosocial Hazard systems and processes

Market leading parental leave

Strategic Workforce Planning

LOR Learn, internal and external training providers

Our Behaviours and Career Toolkits

Performance and Career Cycle

Promotions procedure and rigorous job framework

Inspiring STEM+ Programme

## Data and Reporting

WGEA annual reporting

Employee Engagement survey

WGEA Employer of Choice Citation (inc. gender pay gap)

Data projections, insights and modelling (diversity, gender pay gap, etc.)

## Governance and Consultation

Nicholas Arcaro – Head of Diversity & Wellbeing

People Function

Executive D&I Council

D&I Committees

## External Partnerships

NAWIC Corporate Partnership

Cultivate Sponsorship Program

Diversity Council Australia membership

North Melbourne Football Club Partnership

Workplace Gender Equality Agency

Learning Circle

LAING O'ROURKE

## DIVERSITY & INCLUSION COUNCIL



Mark Dimmock



Helen Fraser



Sarah Crennan



Channari Penh



Rachel Burke



Ryan Alach



Nick Arcaro



Shasi Dharan



David Sheehy



Belinda Murdoch

THE POWER OF EXPERIENCE

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