

Gender Pay Gap

Employer Statement 2022-2023



We recognise that a long-term strategy will support us in achieving a more equal workplace.

Foreword

Established in 2001, Guidera O'Connor is a privately owned company operating Australia wide, with a reputation for collaboration, innovation and quality.


Guidera O'Connor designs and constructs sustainable water treatment projects for the Australian water industry, employing a diverse team of engineers, designers, construction, and business support personnel.

The Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Act 2023 requires the Workplace Gender Equality Agency (WGEA) to publish private sector employer gender pay gaps from early 2024, and Commonwealth public sector gender pay gaps from early 2025.

International experience has shown that increasing visibility of and understanding and analysing employer gender pay gaps and their drivers is an effective catalyst for change to workplace gender equality.

The gender pay gap is a globally recognised, broad and subjective metric of workplace gender equality that can be drawn on to demonstrate an employer's commitment to gender equality in the workplace.

The gender pay gap is the difference in average earnings between women and men in the workforce. It is not to be confused with women and men being paid the same for the same, or comparable, job - this is equal pay.



The WGEA encourages employers to analyse and share the details and context of their gender pay gap including actions they will take to address them. This is called the Gender Pay Gap **Employer Statement**.





Guidera O'Connor's Commitment

Guidera O'Connor promotes diversity and equality. We encourage, value, and leverage the diversity of our people, their perspectives, knowledge, and experiences which enrich our workplace and the way we deliver our services to our customers and the communities we deliver the projects for.

We recognise the importance of analysing data to understand our current position and to use the data and analysis to make informed, targeted plans to drive improvement.

We acknowledge that we have a gender pay gap and we have further work to do to address this. Our approach will ensure a long term approach to workplace gender equality.

It is Important to note that we don't pay people differently based on gender, ethnicity, or any other protected attribute. Our gender pay gap is a result of having a lower number of females in the organisation, currently sitting at 20%. In addition, we have a lower proportion of females in senior management roles with the majority of our female employees currently in lower non-management roles.

It's pleasing to report that since the 2022 – 2023 reporting period the number of females coming into the organisation in roles that provide development and career pathways that lead to senior level roles has increased, and we have dedicated resources focused on the recruitment, retention, development, and career pathway options for females to the business.

We recognise that achieving a more equal workplace will take time and that a long-term strategy will support us in achieving this goal.





What is our Gender Pay Gap

At the time of 2022 – 2023 submission we had a head count of 183 employees. In 2023 we have had further growth and now sit at 205 employees.

For 2022-2023 reporting period our average total remuneration gender pay gap was 30.4% and the median is 37.5%.

Guidera O’Connor’s gender pay gap over time is in the table below. Since 2020 we have improved year on year and will continue to do so as we implement practices and processes to monitor, analyse and act on our gender pay gap data.

	2020-2021	2021-2022	2022-2023
Average (mean) total remuneration	41.3%	45.5%	30.4%
Median total remuneration	41.7%	40.2%	37.5%
Average (mean) base salary	39.4%	40.8%	29.4%
Median base salary	40.7%	36.9%	37.5%

How do we compare?

Guidera O'Connor's industry comparison group is the 6923 - Engineering Design and Engineering Consulting Services group <250 employees.

Our gender composition by role vs the Industry Comparison Group:

	Guidera O'Connor workforce		Industry Comparison Group	
	Female	Male	Female	Male
Key Management Personnel (KMP's)	20%	80%	15%	85%
Managers	8%	92%	20%	80%
Non-Managers	23%	77%	27%	73%

Our gender composition by employment status vs the Industry Comparison Group:

Employment Type	Guidera O'Connor workforce		Industry Comparison Group	
	Female	Male	Female	Male
Full-time	17%	83%	23%	77%
Part-time	100%	0%	59%	41%
Casual	20%	80%	26%	74%

Our average total remuneration GPG is 30.4% and the Industry Comparison Group is 22.5%. A positive percentage indicates that men are paid more on average than women. A negative percentage indicates women are paid more than men.

Whilst our gender pay gap is higher overall to the comparison group, within the Managers role categories with the exception of the Executive/General Managers group, our gender pay gap is lower than the industry comparison.

Indicates our GPG is further from zero than the average for the industry comparison group

Indicates our GPG is closer to zero than the average for the industry comparison group

Managers

Roles	2022-2023	Industry Comparison Group GPG for 2022-2023
All Managers	7.7%	23.8%
Key Management Personnel	19.3%	20.2%
Other Executives / General Managers	22.0%	17.7%
Other Managers	16.2%	22.4%

All non-managerial role categories have higher gender pay gaps than the Industry Comparison Group, further explanation will be provided in the *Understanding our Gender Pay Gap* section. It is positive to note that we are seeing a reduction in the GPG since the 2020-2021 reporting period:

Non-Managers

Roles	2020-2021	2022-2023	Industry Comparison Group GPG for 2022-2023
Overall non-managers	35.6%	24.4%	18.9%
Professionals	39.9%	34.6%	14.3%
Technicians & Trades		37.7%	23%
Clerical & Administrative		15.6%	12.8%

Note: Blank squares indicate when role is not available in that reporting year.

Understanding our Gender Pay Gap

What are the reasons / drivers.

Whilst we currently employ more men than women, our pay gaps are not driven or influenced by gender alone. Our pay gaps are also affected by factors such as individuals' knowledge and individuals' experience, length of time in their role, level of responsibility and accountability and external market influences including Guidera O'Connor remaining competitive in a challenging recruitment market.

Other factors include work capacity such as working part-time. Currently all of our part-time employees are female.

Until recently Guidera O'Connor was a smaller business. At the beginning of 2020 the business had approximately 80 employees. Our workforce was comprised mostly of Project Managers, Engineers, and Trade staff, all statistically male dominated roles. Since then, the business has seen considerable growth, and we now have 205 employees. The rapid growth has been at a time with challenging and competitive recruitment markets which also influenced remuneration considerations to attract suitably qualified and experienced talent to the business. Much of the growth has been in the Engineering and site-based roles which typically have low female applicants. While maintaining our business requirements for attracting the required talent, we have also taken the opportunity to increase our trainee, undergraduate and graduate numbers to create a talent pathway for future growth and have increased female participation in this process.

In an article published by the ABC in July 2022 which discusses diversity, stamping out sexism and addressing labour shortages it states:

- Construction is the most male dominated industry in Australia.
- Women make up only 13% of the sector's workforce.
- The National Association of Women in Construction (NAWIC) are leading a push for an ambitious goal of 25% of the construction industry to be female by 2025.

Source: <https://www.abc.net.au/news/2022-07-21/women-in-construction-gender-nawic-master-builders/101255318>

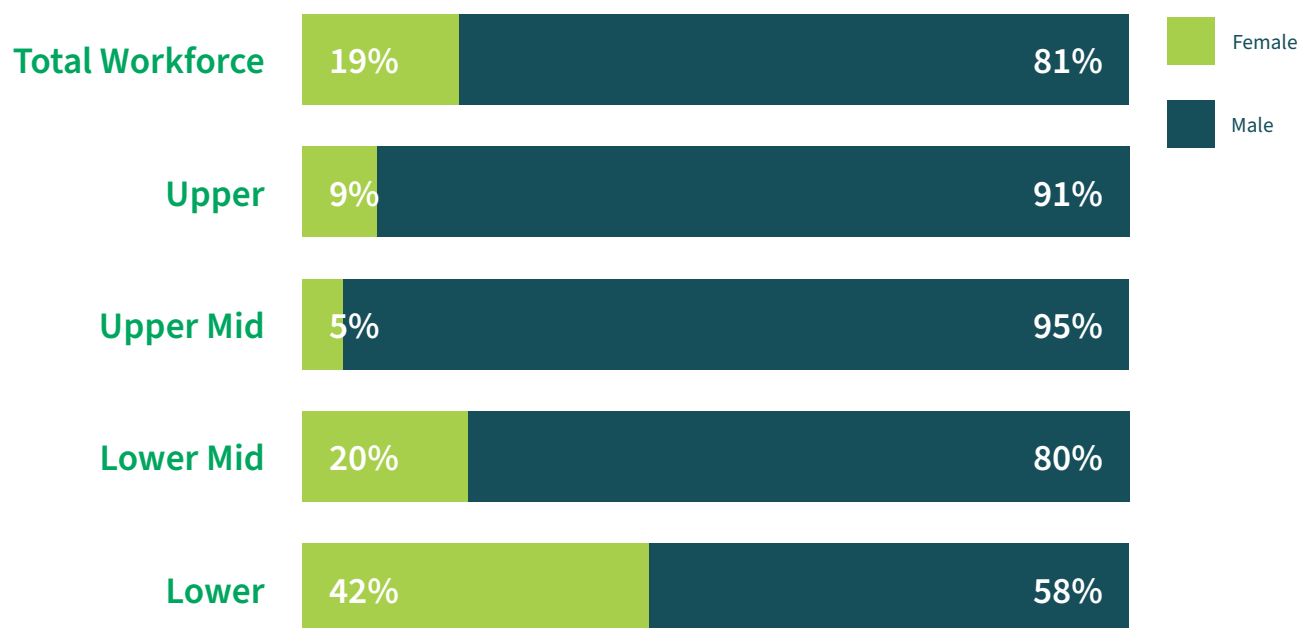
As our business is both a Design and Construction business, and our Industry Comparison Group is 6923 - Engineering Design and Engineering Consulting Services group <250 employees, it is likely that some of the comparison group does not have construction, trades and site-based personnel. Our business has 18% of the workforce employed in our trades sector. Currently all of these roles are filled by males.



We are targeting increasing our female participation in engineering roles some of which will over time increasingly close the GPG across all groups within our role categories. This will be achieved through retention strategies, development plans and long-term career pathways.

This becomes clearer when examining our role categories and corresponding remunerations in our quartiles.

Proportion of males and females by quartile



The **Upper Quartile** has our staff in Senior roles, highly skilled site based, senior Design staff and Executive Management.

The **Upper Middle Quartile** contains our experienced Design, Engineering and Project Management staff with HSEQ and Project Control roles.

The **Lower Middle Quartile** consists of leading hands and supervisors, project support staff and the younger engineers and site staff.

The **Lower Quartile** includes our apprentices, trainees, undergrad and recent graduate engineers, trade staff, part time staff and administrative staff.

With our plan to increase focus on development and career pathways and progression for employees in the lower quartile, along with continuing to monitor and address gender pay gaps, over time we will see a shift in the number of females in each of the other quartiles and in the closing of the GPG.

Our progress so far

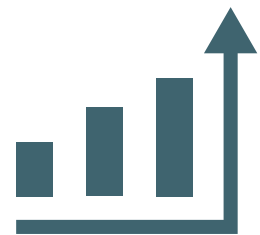
We are actively targeting female participation into long-term careers in the business and now have 28% females in our Engineering, Design and Drafting division.

In the last 12 months we have hired 5 females into senior roles and promoted 2 females to the Executive Management team which represents 10% of that group.

We have engaged dedicated resources to focus on our recruitment, retention and capability in the organisation.

We are seeing the results of our efforts with an increase in our female Trainees, Under-Graduates and Graduates from **38% in 2022 up to 58% in 2023.**

A full review of our role classifications and remuneration structure is underway, this will provide us with further insights into ways we can further close the gender pay gap over time.





Our action plan to address

We believe that remaining focussed on analysing our gender pay gap data and having strategies in place to **Recruit, Develop, provide career pathways and Retain** females in the business will continue to bring us closer to equality in both female participation and gender pay, as well providing secure employment for the future.

Recruitment:

- Continue to increase diverse hiring across all of our role categories.
- Provide inclusive recruitment training for hiring managers to reduce unconscious bias in recruitment interviews.
- Our trainee and undergraduate programme has a good gender balance currently sitting at **58% females**.
- Engaging with our networks such as Women in STEM and Engineering Australia to continue to identify and attract talent, as well as encouraging our existing females to pursue internal career progression opportunities.
- Dedicated resources to focus on diverse hiring.
- Actively explore the subject matter preferences of female undergraduates and graduates in engineering disciplines and develop employment and career pathway opportunities within Guidera O'Connor to attract more females and benefit the business through diversity of education and subject matter expertise.

Retention:

- Implement development plans and career pathways.
- We provide a generous employee benefits program which is regularly reviewed to remain competitive externally and relevant internally to our people.
- Continue partnerships with Engineering Australia and Women in STEM programs.
- Promoting inclusive behaviours.
- Educating our people on inclusion, appropriate behaviours and understanding unconscious bias.
- We have a generous parental leave policy.
- We provide employees with various flexible working options as well as the ability to purchase additional leave to enable them to have successful careers and work-life balance.
- Continue to explore any other flexible working programmes that will benefit our people and our business through improved engagement, participation and retention.
- Develop a set of data that provides insights to our progress on all of our actions.
- Set further annual targets for female participation.
- Continue to provide employees with various forums to give feedback and ask questions including surveys, individual reviews, confidential CEO question line.

Development and Progression

To increase the number of females in management and senior management roles we are:

- Actively engaging trainees, undergraduates, graduates, and other entry level roles and creating development plans and pathways to provide meaningful and rewarding experience and career options.
- All of these roles will provide opportunities for long-term employment and progression.
- Provide opportunities for our trainees, undergraduates, and graduates to gain experience across our areas of business to further enhance their understanding of what we do.
- Advertise all vacancies internally and encourage internal applicants.
- Ensure our talent identification and key role succession planning considers our female participation goals.



Reference Notes: **Mean (average) vs Median**

Mean (Average) is calculated by adding all the values and dividing by the number of observations.

Median refers to a metric used in statistics. It is the middle number in a sorted ascending or descending list of numbers. It is the point above and below which half (50%) of the observed data falls, and so represents the midpoint of the data.

We have engaged
dedicated resources
to focus on our
recruitment, retention
and capability in the
organisation.

South Australia

31 Holland Street,
Thebarton SA 5031
08 8238 9999

Western Australia

9 Tidal Way,
Bibra Lake WA 6163
08 9540 1000

Queensland

1/659 Boundary Road,
Richlands QLD 4077
1800 954 421

New South Wales

1 Tudor Street,
Newcastle West NSW 2302
1800 954 421

