



Constructing our  
future **together**

---

## Gender Pay Gap Statement

CPB Contractors is one of Australia's leading engineering-led construction companies, delivering complex infrastructure projects across all industry sectors. Our success is driven by our delivery-focused teams on site, with more than 80% of our people employed in site supervisory, construction management, engineering and technically focused roles.

Australia's Workplace Gender Equality Agency (WGEA) has recognised CPB Contractors as an Employer of Choice for Gender Equality (EOCGE) for 2023-2025. This voluntary citation is designed to encourage, recognise, and promote an employer's active commitment to achieving gender equality in Australian workplaces by meeting a best practice criterion.

We prioritise the creation of safe, inclusive, and diverse workplaces. We have implemented people management processes and policies that recognise the unique value women bring to our business, and we seek to create a culture that views gender diversity as critical to our ongoing success. We have strengthened our tools, processes, and systems to ensure leaders are well-supported, informed, and accountable in driving meaningful progress on gender pay equity. This includes the introduction of a purpose-built analytical tool that provides clear, real-time visibility of gender pay dynamics across salaried roles. The tool enables consistent and fair decision-making by comparing like-for-like roles and highlighting any discrepancies to ensure appropriate action is taken.

Shifting market conditions, changes in workforce size, opportunities and tender pipelines have led to changes in our workforce composition, and the interplay of these dynamics impacts our gender pay gap outcomes in different ways. We recognise the critical need to increase female representation across our business and industry, with greater participation essential to narrowing the gender pay gap.

CPB Contractors remains committed to taking a leading role in creating change across our industry and we are taking action in a number of ways:

Action	Description
<b>Ensuring equal pay</b>	As outlined above, we have a comprehensive and embedded process to ensure that all women are paid the same as men who perform the same role.
<b>Eliminating all forms of sexual harassment and discrimination</b>	Living our Code of Conduct, we do not tolerate harassment, sexual harassment, discrimination, bullying, vilification, or victimisation on any grounds. Our strong stance in these areas is reinforced through regular training for all employees in Code of Conduct, Equal Employment Opportunity (EEO), sexual harassment and anti-bullying and harassment.
<b>Addressing unconscious bias</b>	We promote an inclusive culture that supports and encourages all employees regardless of gender. Our commitment includes progressing the capability of our leaders, recruitment managers and hiring managers through organisational training focussed on inclusion and addressing unconscious bias. We provide best practice tools and methods for positively managing personal, team, and organisational biases for improved and effective workplace decision-making.
<b>Consulting with our female employees</b>	A consultation process with women has been established to address the attraction, retention, and progression of women. Employee experience surveys are undertaken during the employee lifecycle to understand any gender- based sentiment variances.
<b>Engaging with industry associations</b>	We have a strong history of working with Industry associations to collectively affect real change in areas of importance such as gender equity. Examples of industry collaborative initiatives include: <ul style="list-style-type: none"> <li>• The Australian Constructors Association's (ACA) Culture Pledge to attract a new wave of diversity of talent into our industry</li> <li>• The Construction Industry Culture Taskforce (CICT) initiative to embed a culture standard across the industry addressing issues such as long working hours, lack of diversity and improving the wellbeing of workers.</li> <li>• Corporate membership to the National Association Women in Construction (NAWIC) enables all employees to have access to opportunities for networking and growth</li> <li>• Participation in the gender strategies and initiatives championed by industry organisations such as Roads Australia (RA) fellowship program etc.</li> </ul>
<b>NAWIC Allyship in Action Transforming Culture to Attract and Retain Women project</b>	<ul style="list-style-type: none"> <li>• Funded by the federal government's flagship Building Women's Careers (BWC) Program, NAWIC's Allyship in Action: Transforming Culture to Attract and Retain Women project aims to tackle attitudes and behaviours; empower men to sponsor women into leadership; and utilise the power of cultural ambassadors of all genders to embed positive change on the ground.</li> <li>• The \$5m funding from BWC supports the rollout of the project from April 2025 through to 31 March 2028 with CPB Contractors a founding partner.</li> </ul>

<b>Engaging with clients</b>	We work alongside our clients to identify ways to improve the capability, culture, work environment and productivity of the project workforce. Initiatives include identifying ways to upskill the workforce through creating learner workers, new entrant programs and diversity programs.
<b>Delivering specialised leadership programs for women</b>	We have developed specific leadership and development programs for our women focused on maximising the unique potential of women. These programs are aimed developing the capability of women at various levels of seniority, including at the emerging leader, mid-level and senior levels to support their retention and progression.
<b>Undertaking female talent process</b>	Our talent and succession program has a focus on identifying women with potential to step up into bigger, more complex roles. Where appropriate, females are listed as part of each succession plan. These talent identification processes feed into career development plans with opportunities for stretch assignments, training, coaching and mentoring aimed at retaining and progressing women into more senior roles.
<b>Mentoring opportunities</b>	Through our talent processes, we identify women with high potential who would benefit from a mentoring program. We believe that our senior leaders are well placed to share their knowledge, their experience, and provide support to assist female employees to reach their potential.
<b>Driving female workforce participation</b>	<p>We're creating new entry level career pathways to enable women to enter our workforce, such as our women in construction traineeship programs.</p> <p>We strongly encourage positive gender recruitment practices such as:</p> <ul style="list-style-type: none"> <li>○ gender equality guidelines are used for internal and external recruiters and hiring managers</li> <li>○ setting internal targets to monitor participation progress</li> <li>○ leadership accountability for gender diversity.</li> </ul>
<b>STEM education programs</b>	We are also acting to future proof our industry by promoting science, technology, engineering, and mathematics (STEM) education among female students through our school and university programs.

### What is the average and median gender pay gap?

On 3 March 2026, the Workplace Gender Equality Agency (WGEA) published the average and median gender pay gaps for base salary and total remuneration for private sector employers with 100 or more employees. It corresponds to the difference between male and female average and median remuneration in an organisation as a percentage of average and median male remuneration. You can find out more about how WGEA calculates the gender pay gap [here](#).

$$\text{Average/Median gender pay gap} = \left( \frac{\text{Average/Median male remuneration} - \text{Average/Median female remuneration}}{\text{Average/Median male remuneration}} \right) \times 100$$

### Ensuring equal pay

The term gender pay gap does not show the difference between the pay of males and females performing the same role - equal pay. This requires an individual review of all female employees pay against the pay of male employees performing the same level role in the same location. In this regard, we have the following processes in place to ensure equal pay:

1. We undertake formal pay equity reviews at least once per year (since 2013). The remuneration of female employees on a like-by-like basis is compared against their male counterparts undertaking the same role.
2. We have developed a proprietary pay equity tool for conducting detailed equal pay assessments.
3. As part of our recruitment process, we conduct a gender pay equity check to ensure equal pay for the same role.
4. We continue to review the pay of women at each step of our People & Culture processes including at commencement, performance review, promotion, and annual salary reviews.

### Why does our industry and our business have a gender pay gap?

We are a leading international construction company and a member of the CIMIC Group. CPB Contractors delivers major infrastructure projects across transport, tunnelling, building, health, defence, water, resources, and new energy sectors.

Our industry is engineering-led, predominantly site-based and populated by people with STEM backgrounds. The lower number of females entering STEM and Trades studies<sup>1</sup>, in relation to other study options, has a significant impact on the gender participation, distribution and median salary in our business in several ways:

1. There is a lower number of women entering our business and working on site-based roles compared to men, due to the smaller pool of women with the relevant STEM or trade studies required to undertake the work we perform.
2. There are fewer women in high paying senior engineering and operational based roles. The majority of senior roles are promoted from engineering degree qualified site-based roles.
3. There is a significantly higher proportion of women in functional / nonoperational roles, that typically have lower salary bands than operational roles.

---

<sup>1</sup> Only 36% of students who study STEM subjects are female and there is an even lower number of female engineers. Only 16% of engineering graduates are female, with 14% of female engineers working in Australia (across all sectors). In addition, the participation of women in trades is estimated to be around 2-3%.