

GENDER PAY GAP 2024

Foreword

Our commitment to ensuring Murphy is a great place to work where people feel secure and comfortable to be themselves continues to form the core focus of our Murphy at 75 people strategy. This strategy is also underpinned by our values including 'Integrity, Respect and Accountability' and 'One Murphy' and our overall business purpose, which is to 'Improve Life by Delivering World-Class Infrastructure'.

Our strategy, values and commitment to tangible actions consistently demonstrate our commitment to diversity and equal opportunity for all, placing it at the heart of what we do. This report aims to provide further insight into our Gender Pay Gap data, the progress we have made since the last report and our continued commitment to closing this gap in a sensible way.

Reporting information and definitions

This report does not discuss equal pay, which is the statutory right to be paid equally for work determined to be the same or equivalent regardless of gender. We have robust procedures in place which support our company pay and grading structure and ensures all roles are assessed against consistent principles and methodology and result in fair pay for all.

Throughout the report there will be reference to key terminology including:

- **Gender Pay Gap** which is defined in the UK as the difference between the average earnings of the male population in direct comparison to the average earnings of the female population within an organisation, irrespective of role held.
- **Mean Pay / Bonus Gap** which is the difference between the average hourly earnings / bonus payments of men and women.
- **Median Pay / Bonus Gap**, which is the difference between the midpoints in the salary ranges / bonus payments of men and women.
- **Quartile** which is the distribution of male and female representation across the four even groups named (upper, upper middle, lower middle, lower).

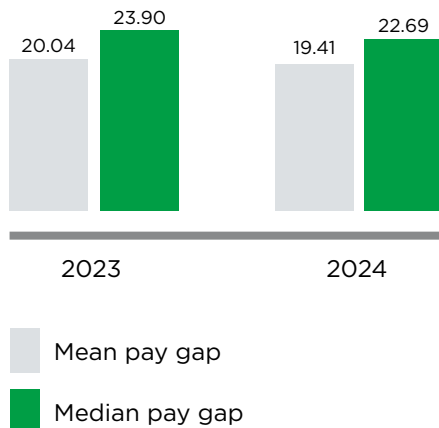
The figures you will see in this report, and the data that sits behind them, are calculated using methodology set by the government, and results in the difference between the two data sets being expressed as a percentage.

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Gender Pay and Bonus Gap data

This year we are pleased to share that our Gender Pay Gap has decreased again compared to the previous year.

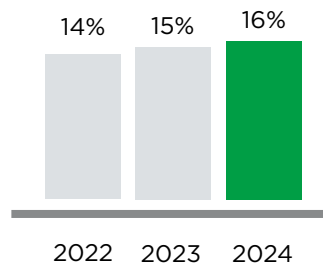
The decreases in both the median and the mean are reflected in the increase in the number of females in the upper quartile in 2024, as shown in our quartile data below. This continues the steady shift in distribution within the quartiles with more females progressing to the upper quartile when compared against the previous year.



2023		
Quartile	Male	Female
Lower quartile	73.26%	26.74%
Lower middle	83.07%	16.93%
Upper middle	88.62%	11.38%
Upper quartile	91.03%	8.97%
Total	83.99%	16.01%

2024		
Quartile	Male	Female
Lower quartile	73.73%	26.27%
Lower middle	83.49%	16.51%
Upper middle	89.93%	10.07%
Upper quartile	89.93%	10.07%
Total	84.27%	15.73%

Number of females receiving a promotion



This data reaffirms that our long-term strategy of attraction, retention and promotion of female talent is helping us move in the right direction when looking at our diversity action plans.

In 2024 we also saw a continued incremental increase in the number of females receiving a promotion and hence progressing their careers within our business. We continue to strive for improvement in this through the key areas of focus in our strategy as referenced in our previous gender pay gap reports.

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Commitment to our long-term strategy of recruitment and development of internal female talent in the business and the impact it is having it also demonstrated by:

- Year-on-year increase in females promoted for the last three years
- Year-on-year increase in senior management roles held by females - 16%
- Since 2021 we have seen a 5% increase in senior leadership positions held by females
- 33% of our upskilling apprentices are female
- 20% of new recruits in 2024 were female - which is above the UK average within the industry

Bonus Gap

	2023	2024
Mean bonus gap	20.79	21.78
Median bonus gap	2.09	4.11

Proportion of employees receiving bonus	Bonus received
Female	71.63%
Male	63.59%
Total	64.88%

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This year, we have seen an increase in our median and mean bonus gaps. We have identified that this is because the mean considers a small, but largely male population, in one of our incentive schemes. The median bonus gap however is less impacted by this scheme.

At Murphy we recognise that we have an extremely diverse workforce and hence a need to have a varied reward and benefits package which aims to incentivise and recognise our colleagues in a range of ways. This includes both performance related schemes as well as recognition of key personal milestones such as long service, birth / adoption of a child and marriage / civil partnerships.

These schemes have a varying impact each year due to the individual nature of the milestones and activities that they are designed to recognise, and this has been particularly relevant in 2024. On a positive note, these schemes have meant that a greater proportion of females in 2024 received a bonus payment of some sort overall in comparison to males.

What have we been doing?

Our People Strategy is focused on making Murphy a great place to work where people feel secure and comfortable to be themselves. We understand the role diversity, including achieving a better gender balance, plays in helping making Murphy and the wider sector in which we operate successful.

We have continued to work towards our long-term strategy that focuses on building better representation of all groups. Some examples of achievements in the last 12 months which support this are as follows:

- A further 250 employees have now attended the One Murphy Big Inclusion programme, adding to the 200 who attended the previous year. This is our unique in-house, two day behavioural based programme, which provides a consistent way for all our employees to learn more about creating an inclusive working environment and reflect on their own contributions to inclusion in the workplace.
- Continued progression against Murphy at 75 diversity targets, 26% of our colleagues are now from under-represented backgrounds as at the end of 2024.
- Continued focus on our emerging talent population, with a retention rate continuing of over 90% over the last four years, with our largest cohort yet recruited in 2024.
- Over 30% of our Emerging Talent population are female.

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Partnerships - We are the largest direct employer of emerging talent with over 40% of our emerging talent candidates recruited from under-represented groups year-on-year for the last four years. Our commitment to Emerging Talent earned us Platinum recognition from the 5% Club in 2024.

Continuing to work with Speakers for Schools to help remove social mobility barriers by providing virtual work experience for those who cannot access our office or site locations.

We have been recognised nationally again in 2024 for our work in the prison sector, creating long-term sustainable training and employment for prison leavers. This has been replicated in 91 other UK prisons in a model that is applicable to any sector.

Family friendly - Continued our industry leading maternity returners bonus to provide support and encourage employees back into work following maternity leave.

We provide paid time off for appointments for expectant parents - this is not limited to hospital appointments, but also holistic appointments and antenatal classes. We also mirror our enhanced maternity leave scheme for our Shared Parental Leave, with the aim of providing alternatives to conventional care arrangements to support employees.

We provide enhanced paid leave for employees undertaking fertility treatment as we understand this is an important time for our colleagues, along with enhanced paternity leave, adoption leave, care leave and much more

Continuous Improvement - We continue to build on our understanding of our female population and under-represented groups through analysis of key data including recruitment, engagement surveys, exit surveys and external assessments. This ensures we have a holistic and well-rounded approach to the feedback we receive and are using it to drive appropriate changes in areas that will have the most impact.

In 2024 we were recognised by the Chartered Institute of Personnel and Development, which saw us named as winners of their national award for Best Equality, Diversity and Inclusion initiative. This was in recognition of the People Strategy referred to in this report. We also continue to hold Gold accreditation from Investors in People and received further recognition from Best Companies for our ongoing investment in the growth and development of all of our people.

WOMEN AT MURPHY



“I initially chose Murphy for the site experience - I joined as a Graduate having never had the opportunity to go on site at all. I didn't know what to expect but I loved it. I was on site for my first three months then moved to another project for a following year - I loved that whatever site I went to everyone was family. Everyone welcomed me and treated me exactly the same as the guys either side of me.” Principal Engineer

“I would encourage anyone considering a career in construction to go for it! There are so many opportunities and avenues to go down - whether that's health and safety, engineering, environmental or quality.” SHES Manager



“It's crucial to ensure young females are aware of the diverse career options available in construction and understand how fulfilling and rewarding the industry can be. For instance, my eldest daughter recently had a day placement for work experience with Murphy and was amazed by the variety of roles within the industry. This kind of exposure can be incredibly impactful in shaping career aspirations.”

- Joanna Mulcahy, Commercial Director and Trustee of the Lighthouse Charity (in an interview with our partner charity the lighthouse club)



“In March, we had the privilege of welcoming St Thomas Primary School students to our Golborne office for our “Meet the Women at Murphy Day.” This special event provided the students with an opportunity to meet and interact with some of the women working at Murphy and to learn about the diverse roles they play across our company. It was a chance to inspire them and showcase the exciting possibilities that lie ahead for both the boys and girls in their future.”

- Sarah Barnes, Social Value Manager

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What next?

We continue to work towards our long-term people and inclusion strategic goals in 2025 by building on the positive work of 2024. This will include, but is not limited to:

- The introduction of our Social Value Reporting and Monetisation tool, which will help us to understand in greater depth the impact of several areas of our work, including our Diversity and Inclusion efforts;
- Working towards recruitment of our largest emerging talent intake with a minimum of 35% female representation;
- A minimum of 30 bespoke STEM engagement activities, including targeted programmes for the female student demographic;
- Further additions to our industry leading programme of family friendly support schemes, including maternity, paternity, menopause and other female focused health and wellbeing programmes;
- Further extending our prison leaver recruitment work to more female prisons in the UK, continuing to expand the reach of the work started in 2021
- Continuing the roll out of our unique One Murphy BIG Inclusion programme, with the aim of having over 200 more colleagues attend the sessions during 2025.

I confirm that the data provided is accurate in line with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Dawn Moore
Group People and Communications Director