

Gender Pay Gap Reporting 2019

Murphy passionately believes in equal opportunity and the value of being inclusive. We continue to be proactive in playing our part to attract and retain the best people, who are rewarded and recognised in the right way, and have access to roles and development opportunities that enable them to reach their full potential.

Gender pay gap

The gender pay gap is the difference between average earnings of the male population in comparison to the average earnings of the female population within an organisation irrespective of their role or seniority. This difference is expressed as a percentage, where a positive figure shows that average pay is in favour of the male population and a negative figure is in favour of the female population.

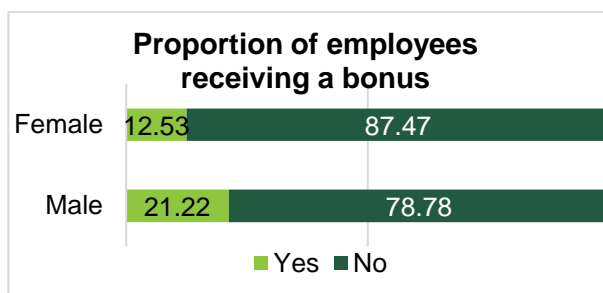
In contrast, equal pay refers to people in equivalent job roles being paid equally. This report refers to the gender pay gap and does not review equal pay.

Murphy has a grading structure, to which all roles in the business are aligned. This ensures that jobs are evaluated based on a consistent set of criteria, and employees receive comparable pay and benefits for their role. We continue to review pay by grade and role, and provide relevant budgets to ensure people are paid fairly based on their role, experience and performance.

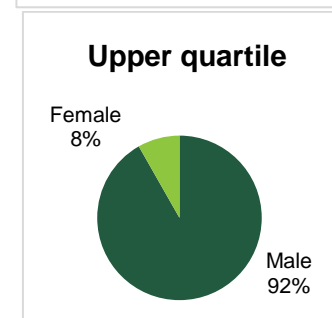
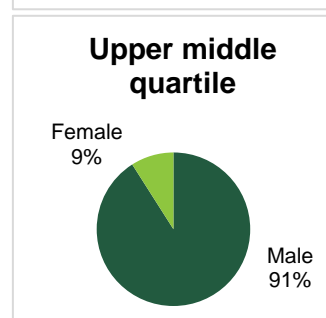
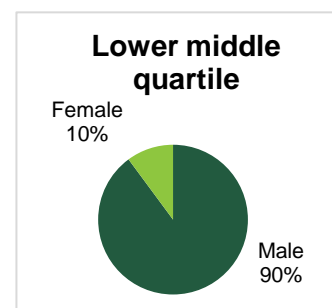
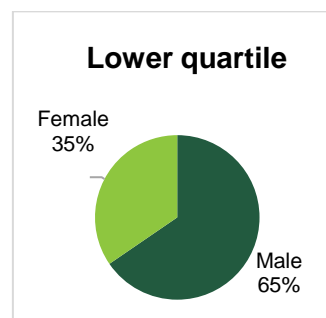
We are pleased to have seen an increase in the proportion of women in our business over the last 12 months from 13% to over 15%.

Murphy did not pay an annual bonus to employees in April 2019, so the bonus payments during the year leading to 5th April 2019 primarily relate to bonuses paid to operational employees on completion of projects, and returners bonuses for employees returning from maternity leave.

Gender Difference	Mean	Median
Gender pay gap	26.35%	29.17%
Gender bonus gap	24.12%	-67.97%



**Bonus payments are made based on business delivery and performance and productivity for individuals in eligible roles*



Way Forward

We continue to take positive steps towards reducing Murphy's gender pay gap. Since the last report was published in March 2019, steps we have taken to reduce the gap include:

- Creating a working group to improve inclusivity, wellbeing and Murphy's impact on the environment
- Launching a learning module for all our people focusing on our Integrity and Respect value, addressing challenges such as unconscious bias and raising awareness of protected characteristics
- Making improvements to our maternity leave processes, including improved support during return from leave
- Working with our recruitment partners to ensure they comply with our EDI standards
- Providing managers with an Agile Working Guide to support them in working with their teams and to have the right conversations
- Ensuring a diverse representation in development programmes, such as our internal Future Leaders Programme consisting of 21% women this year

We recognise that our industry has a predominantly male demographic and we are committed to the longer term journey of making the industry more attractive and accessible for all underrepresented groups.

We know the importance of promoting STEM (Science, Technology, Engineering and Mathematics) careers to those in educational environments and to attracting a sustainable pipeline of diverse talent into the industry. Murphy representatives continue to visit schools and sharing their experience of working in the sector. We have also maintained focus on Emerging Talent recruitment has led to 21% of all appointments across graduates, undergraduates and apprenticeships being female in 2019.

We are also constantly encouraging our employees to work with us to make our sites and projects more inclusive. As an example, one of our female engineers developed and launched 'Women's Convenience Packs' in 2019 to help make site work more accessible to women by providing them with essential toiletries. The packs were shortlisted for the Construction Industry Awards 2019. These packs are now being made available across our industry.



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 Director