



Never harm



Always deliver



One Murphy



Continually improve



Respect, Integrity & Accountability

Gender Pay Gap Reporting 2020

Murphy passionately believes in equal opportunity and the value of being inclusive. We are also committed to taking tangible action. 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 enabling them to reach their potential.

Our 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, either positive or negative.

Gender pay is different to equal pay. 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.

All roles in the business are aligned to our pay and grading structure. This ensures that jobs are evaluated based on a consistent and objective set of criteria, and employees receive comparable pay and benefits for their role.

While 2020 was an extraordinary year for everyone, we did not allow this to detract from our focus on inclusion and proactively looking to close our gender pay gap. We are therefore pleased to report progress since the previous year in closing our gender pay gap as follows:

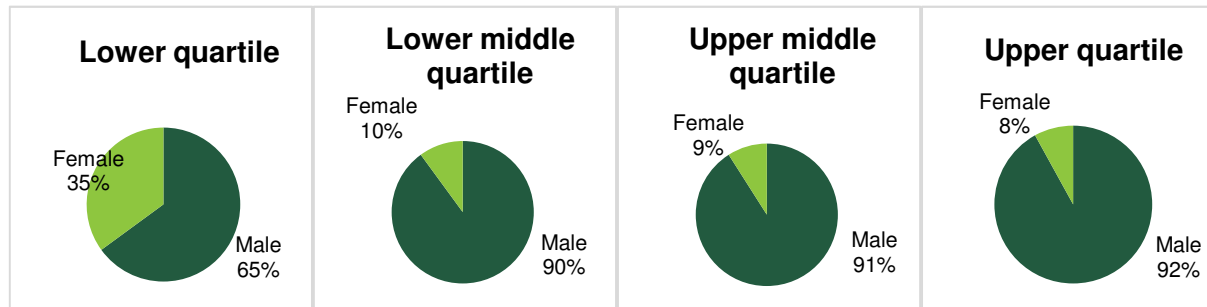
	2019	2020
Mean gender pay gap	26.35%	14.60%
Median gender pay gap	29.17%	17.53%
Mean gender bonus gap	24.12%	-670.13%
Median gender bonus gap	67.97%	-1275%

We are really pleased to have seen a significant improvement in both the mean and median gender pay gap.

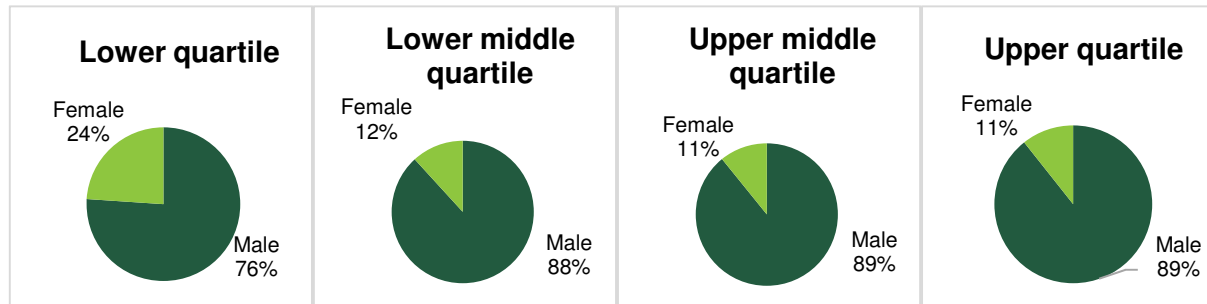
Murphy did not pay an annual bonus to employees in April 2019 or 2020, so the bonus payments during the year leading to 5th April 2019 and 2020 relate to bonuses paid to operational employees for progression or completion of projects, and maternity returners bonuses (paid as a proportion of salary).

Distribution of our employees across pay quartiles

2019

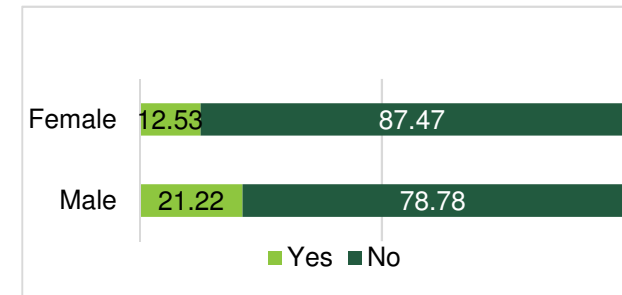


2020

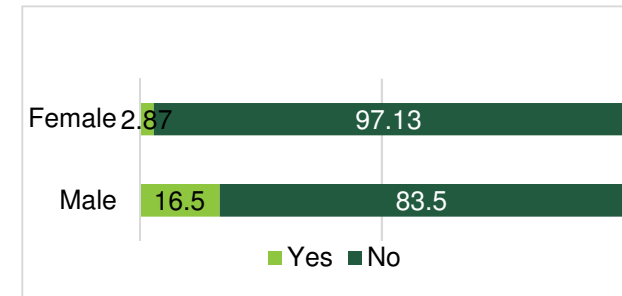


Proportion of our employees receiving a bonus

2019



2020



With a continued focus on attracting diverse new entry talent, we have also seen an increase in the number of females both being recruited and those progressing to more senior roles in the business.

Our way forward

We continue to take positive steps towards reducing Murphy's gender pay gap. Since the last report was published in March 2020, the steps we have taken to reduce the gap, which we will continue to progress, include:

- Continued to grow our new entry talent programmes, with 31% of our recruits in 2020 being female;
- Successfully obtaining a grant from the CITB to deliver the 'Big Shift' – a diversity and inclusion culture shift programme for our employees. Work is underway for this to start being delivered in 2021;
- Introduced gender neutral screening tools to review our policies and job adverts and make the language more inclusive;
- Embedding agile working across the business, including identifying actual examples in both operational and supporting functions to enable our employees and managers to have the right conversations;
- Ensuring all of our hiring managers receive training in inclusive recruitment practices
- We continue to have in place an enhanced maternity support scheme, which includes a significant return to work bonus to encourage women to return to their careers with us following maternity leave

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. As opposed to a focus purely on gender, we are reviewing how best to collect employee demographics so that we can better identify opportunities to attract all potential employees, look at specific internal development programmes for our female talent and be a lead employer across a number of programmes aimed at achieving a better gender balance within the industry.

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. Last year, we delivered over thirty virtual STEM events, and will continue to increase this work during the next year.



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