



Never harm



Always deliver



One Murphy



Continually improve



Respect, Integrity & Accountability

## Gender Pay Gap Reporting 2021

Murphy passionately believes in equal opportunity and the value of being inclusive.

Our people strategy aim is to make Murphy a great place to work, where our people feel secure and comfortable to be themselves. This highlights our commitment to continued improvement on Diversity and Inclusion, of which addressing the gender pay gap is a part.

### Gender Pay Gap Information & Definitions

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.

The **mean** pay gap is the difference between the average hourly earnings of men and women.

The **median** pay gap is the difference between the midpoints in the salary ranges of men and women.

**It is important to note that gender pay is different to equal pay.** Equal pay refers to people in equivalent job roles being paid equally. All roles in the Murphy 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 that all employees are paid fairly and objectively based on the role that they do. **This report does not therefore look at equal pay.**

### Our 2021 Gender Pay Gap

Our 2021 Gender Pay Gap figures are shown below.

	2021	2020
Mean gender pay gap	19.87%	14.60%
Median gender pay gap	24.59%	17.53%

While our gender pay gap has moved backwards slightly since 2020, this is not because our commitments made in the last report have not been actioned. More detail on this will follow in the rest of this report. We know that there is more work that needs to continue to be done on female recruitment, retention and talent progression, not only in our business but the construction sector as a whole.

We recognise that our industry continues to have 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 have focused on better collection of employee demographics so that we can better identify opportunities to attract all potential employees, look at specific internal development programmes for our underrepresented talent and be a lead employer across a number of programmes aimed at achieving better gender balance within the industry. We now have over 20% of our teams who are from groups traditionally underrepresented in our industry.

Work in 2020/21 has included the following:

- ***We deployed the inclusive employer’s toolkit as planned in our new entry recruitment programmes, as well as being the lead employer in the construction industry for the development and roll out of this toolkit.***
- ***We completed the development and began the implementation of our One Murphy Big Inclusion Programme as planned, aimed at all employees within our business and focused on creating an inclusive culture.***
- ***Continuing to screen all our job descriptions to ensure they include gender neutral and inclusive language.***
- ***We fully implemented various types of agile working arrangements across our business, wherever possible.***
- ***Asking specific questions about inclusivity in our employee engagement survey, followed by analysis and actions of the outputs, including by gender to ensure an inclusive experience.***
- ***We continued to add to our portfolio of family friendly benefits which includes our sector leading maternity returner bonus. Over 75% of female employees returned to work after their maternity leave, including on more flexible working arrangements.***
- ***Being recognised by Best Companies in 2021 as having very good levels of employee engagement across all groups of employees (including females) and as one of the Top 25 Best Big Companies to Work for.***
- ***Carried out over 100 STEM events in local schools and colleges, including schools where social mobility is historically low and to promote careers in construction to females.***
- ***Signed up to the Inspiring Women in Construction Pledge.***
- ***Becoming the first construction employer to participate in the government Kickstart scheme, aimed at offering employment opportunities to 16–24-year-olds on universal credit.***

Our gender diversity as at 5<sup>th</sup> April 2021 was as follows:

	2021
Female	15.5%
Male	84.5%

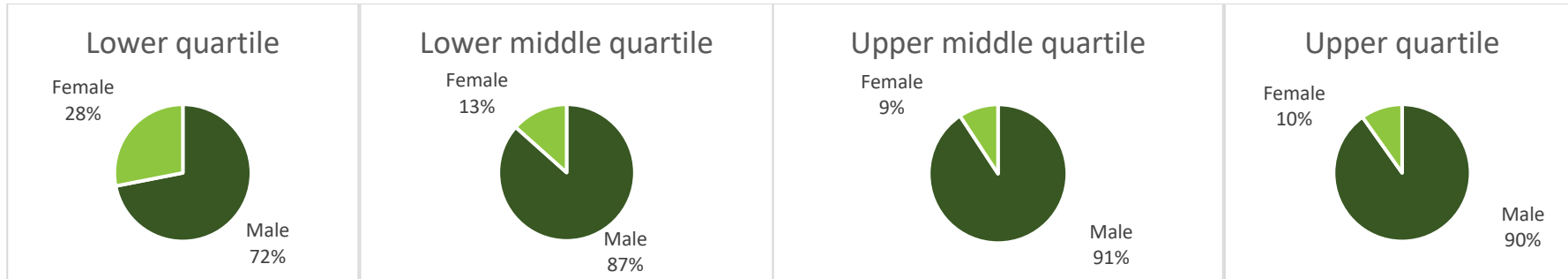
This is reflective of the sector as a whole and presents an opportunity for us to continue to improve in the next and subsequent years.

We continue to see incremental progress in the number of women occupying senior management positions within our business. As at 5<sup>th</sup> April 2021 just under 10% of our senior management graded positions (1-3) were held by women and 13% of middle management positions were held by women.

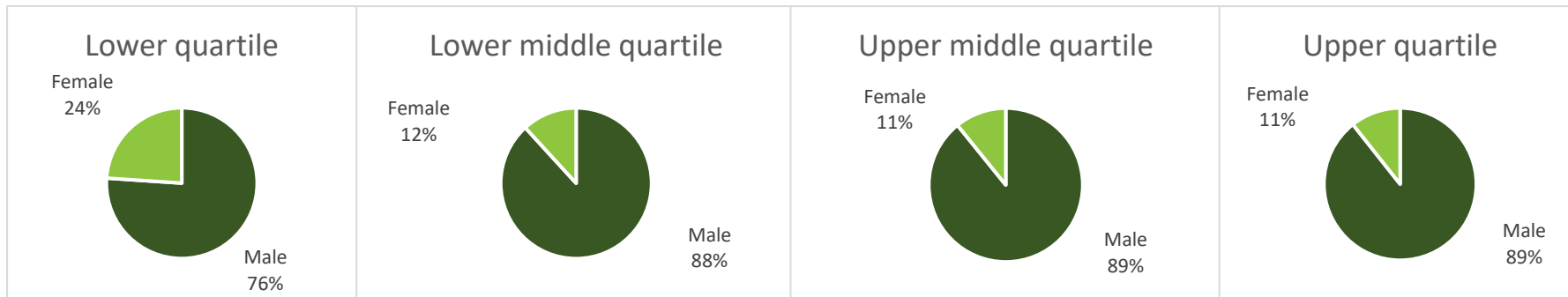
**Quartile Data**

Below is our quartile pay data, which demonstrates the split of roles held by men and women at each level of the business when we order hourly rate of pay from lowest to highest.

**2021**



**2020**



In our 2020/21 emerging talent intake we saw an increase of 50% female new starters when compared to our 2019/20 intake. This figure is based on apprentices & graduates. Information on this can be seen in the table below.

	Female	Male
2020/21	30%	70%
2019/20	14%	86%

When a company is making progress at recruiting more diverse talent overall at entry levels, this can temporarily impact on their gender pay gap with, for example, more females appearing in the lower quartiles initially. This is true, for example, with our graduate and apprenticeship intake where we have seen good progress in the number of females recruited but our gender pay gap has slightly worsened as a result. Similarly, we have seen better ethnic diversity enter our business through programmes like Kickstart, but fewer females enter through that programme. Our focus is now on ensuring our female emerging talent has, for example, clear progression routes in the coming years. Our approach to closing the gender pay gap has a long term, sustainable focus.

### **Bonus Pay Gap**

Murphy paid a bonus for the first time since 2018 in 2021.

Since we last paid a bonus out to all eligible employees, we have almost halved our mean and median bonus pay gap. This is because of an increased number of women holding senior positions in our upper and upper middle quartiles in comparison to previous years where bonus payments have been payable. 8% of our female population progressed their careers through internal promotion since the last report.

	2021	2018 (last payable bonus)
Mean Bonus Gap	22.47%	47.33%
Median Bonus Gap	16.95%	31.27%

Further information relating to our bonus payments can be seen below :

Proportion of employees receiving a bonus	Bonus Received 2021	No Bonus 2021	Bonus Received 2018	No Bonus 2018
Female	85.21%	14.79%	77.30%	22.70%
Male	60.37%	39.63%	50.02%	49.98%

We also have an industry leading maternity returner bonus which has been paid to all maternity returners and forms a core part of our return to work support for women.

### **Our focus in 2021/22**

We remain committed to working on our gender pay gap in a variety of ways in the coming year, which includes the following:

- Highlighting our female role models and encouraging them to mentor other females within the business in their career progression;

- Not just focusing on recruiting more female talent but also the need to create clear career paths for our female employees. A great example of this can be seen in Sophie Johnson, an Assistant Project Manager at Murphy who has progressed her career within Murphy. Her journey through the business, including her most recent career move during this year, is described below :



***“Straight from high school I went into a hairdressing apprenticeship. Once I gained my qualifications, I worked in a salon for a few years and then I ran my own mobile hairdressing business for over 10 years.***

***Although I really enjoyed my time as a hairdresser, I wanted a complete change in career. I applied for the post as receptionist at the Murphy office in Golborne. I got the job and started in the January of 2016. I worked on reception for just over 2 years before applying for the internal role as Document Controller, working on the Structures portfolio in the North.***

***I worked as Document Controller for 3 years and loved the change. I enjoyed being able to get out and work on site too. I found what we do on site really interesting and was eager to learn more...***

***At the beginning of last year, the opportunity arose for an Assistant Project Manager’s role within the Lot 9 property’s portfolio in the Midlands. I applied for the role and was successful! Alongside my full-time role as APM I am working towards gaining my NVQ Level 4 in construction and site management.***

***Murphy has genuinely supported my career progression extensively over the last few years”***

- Continued focus on diverse new entry talent recruitment channels, including our work with the Social Mobility Foundation and Women into Construction;
- Enhancing further our family friendly policies and support, including for those with parental and caring responsibilities;
- Coaching all line managers in agile working so that this can be discussed for all;
- Continued roll out of our Big Inclusion Programme;
- Ensuring all our recruitment agency partners present us with a gender diverse shortlist for vacancies wherever possible;
- Continuing our work on employee engagement with Best Companies and ensuring that all employees, regardless of background or gender, have an inclusive experience;
- Development and implementation of a parental support buddy system;
- Our approach will also continue to follow the three areas highlighted in the infographic below



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