

Foreword

Part of our Murphy@75 strategy is to make Murphy a great place to work, where people feel secure and comfortable to themselves, clearly setting out our dedication to actioning diversity and inclusion across all areas.

We are passionate about equal opportunity for all and the value this can bring, not only to our business, but to the industry as a whole, which historically has been male dominated.

We are making concerted efforts to address this historical imbalance through a number of mechanisms, but recognise that this will not happen overnight and requires dedication to a long-term strategy which focuses on building representation of all groups.

Gender Pay Gap Definitions

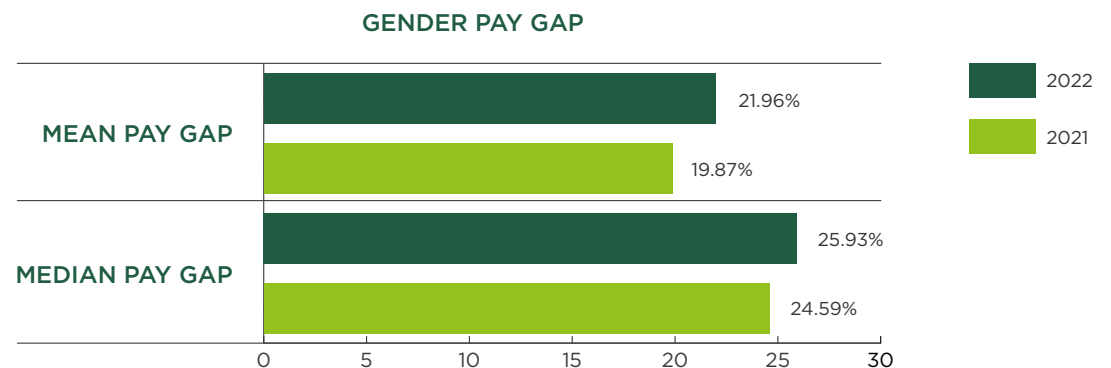
The Gender Pay Gap is defined in the UK as the difference between the average earnings of the male population in direct comparison to the average earnings of the female population within an organisation, irrespective of role held. The figures you will see in this report and the data that sits behind them are calculated using methodology set by the government, and results in the difference between the two data sets being expressed as a percentage.

Other terminology referred to within this narrative will include reference to the Mean Pay gap, which is the difference between the average hourly earnings of men and women. As well as the Median Pay gap, which is the difference between the midpoints in the salary ranges of men and women.

It is important to note that this report does not aim to discuss equal pay, which is the right to be paid equally for work deemed as the same or equivalent, regardless of the gender. All roles within the business are aligned to our pay and grading structure to ensure that all roles are evaluated based on a consistent set of objective criteria, and that all employees are paid fairly based on the role they carry out.

2022 Gender Pay Gap Outcomes

Our latest gender pay gap is an expected outcome of our efforts to address representation across the organisation. We are committed to implementing long term solutions, aimed at improving our gender diversity across the business. A key factor involves the targeted recruitment of females into entry level and emerging talent positions and the provision of clear career paths and development programmes for all colleagues. This is supported, for example, by the fact that over 14% of our female population were promoted in the year 2021-2022.

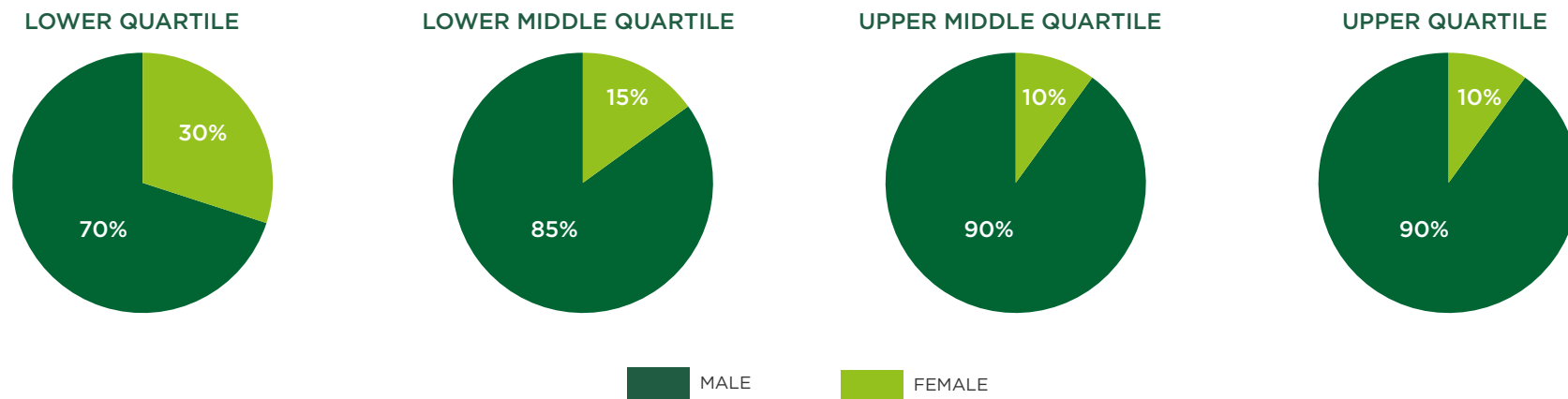


Other key metrics that demonstrate our continued commitment to the recruitment and development of females:



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 highest to lowest.



When comparing quartile data against previous years we have seen an increase in female representation across all levels, which is reflective of our increased female headcount which as at April 2022 sat at 16.5%. This is above the industry average.

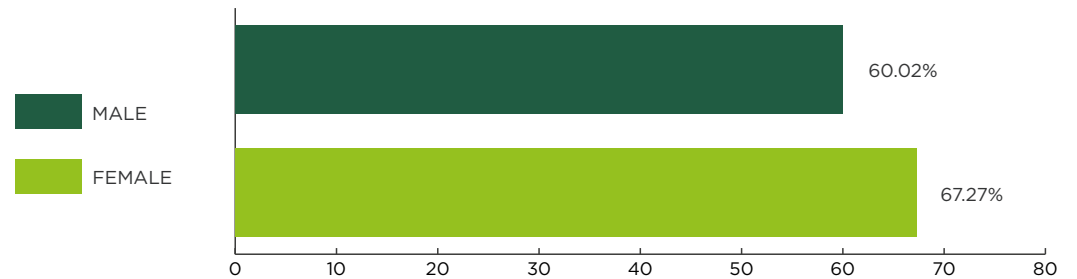
Bonus Data

	2022	2021
Mean bonus gap	18.60	22.47
Median bonus gap	6.81	16.95

The aim of our reward and recognition offering is to incentivise and recognise employees at all levels and at different stages in their life. We have seen a marked improvement in our bonus pay gap over the course of our gender bonus gap reporting and we are pleased to confirm that our bonus gap has reduced when compared with 2021 data.

We have a number of different incentive schemes in operation at Murphy, all of which are considered in our bonus data figures to the right, some of which are linked to business and specific project performance such as our Production bonus, Supervisor Bonus and our Short Term Incentive Plan (STIP) programme.

We also have in place other more unique programmes established to recognise key milestones in an employee’s life such as marriage, key work anniversaries or our industry leading maternity returners bonus to support employees upon their return to work from maternity leave.



What have we done this year?

We made a number of positive introductions in 2020, our work in 2021/22 has been centred around embedding these key initiatives, details of which can be seen below:

- Continuing to screen all our job descriptions to ensure they include gender neutral and inclusive language and ensuring our recruitment agency partners present us with a gender diverse shortlist for vacancies wherever possible.
- Continued to focus on analysis of employee engagement data by key demographics, including by gender to ensure an inclusive experience for all. This analysis helped to demonstrate an increase in positive responses in our 2021 engagement survey for questions relating directly to inclusion and social conscience.
- Continued the rollout of our unique One Murphy BIG Inclusion programme, which focuses on the behaviours needed to create an inclusive environment.

FAMILY FRIENDLY POLICIES

We continued to add to our portfolio of family friendly benefits which included revisions to our eligibility criteria for our sector leading shared parental leave policy to give greater flexibility to employees on how they care for their child.

Campaign for carers, to improve the understanding of “what is a carer” across our organisation; Raise our awareness of “who is a carer”; Improve visibility of available support; and Help start the conversation.



ONE MURPHY BIG INCLUSION PROGRAMME

This programme has inclusion at its core, the aim is for all our employees to understand and put into action certain knowledge and behaviours so that we can create the most inclusive culture possible. The programme is run over two days, with workplace learning application between modules. The One Murphy BIG Inclusion Programme is now embedded (with over 150 people having attended) and provides a consistent way for all our employees to learn more about creating an inclusive working environment.



INITIATIVES

Supported a children’s book promoting the construction industry to young children by purchasing books to share as part of our ‘STEM’ activity in schools.

Worked closely with HMPS to support skills development of ex-offenders, offering CV and employability help (expanding this to other prisons in the UK including female prisons)

Reach out to Refugees and ‘returnees’ (people who have been out of work for a period of time for different reasons)



Here are the thoughts from some of the women in our business, talking about their experience not only of the industry but the environment we strive to create within Murphy.



“With construction there’s always new projects and opportunities and I feel there’s never going to be an end to my career”
Jade Pang: Graduate Civil Engineer



“A lot of females are getting into the construction industry which is a good thing. Murphy gave me that opportunity, which I’m really grateful for. Anytime I have something to say, or have ideas, I’m heard”
Yayra Deynoo: Commercial Assistant



“What was the construction industry? It used to be mainly men who did whatever needed to be done with a couple of women in the office that did accounts. Over the years you can see girls now coming in and saying: “Actually, we can be a part of this”.”
Theresa O’Connell: Senior Project Manager

What is the plan for the future?

We plan to build on the solid work of previous years to continue to work towards our ultimate goal of making Murphy a great place to work, where people feel secure and comfortable to themselves. Key focus areas are:

- Continued focus on diverse new entry talent recruitment channels, including our work with the Social Mobility Foundation and the 5% Club
- Signed up to Construction News’ ‘pledge to inspire women’
- Focus on supporting employees by embedding our agile working framework available for all and coaching line managers in the application of this policy
- Further extend our One Murphy BIG Inclusion programme with the aim of ensuring everyone in our business completes the programme over the next two years
- Provide access to targeted female development programmes where appropriate
- Continue our policy of promotion from within wherever possible

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

