

# Gender Pay Gap Reporting 2018

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.

The infrastructure and construction sector has a predominantly male demographic. This is recognised by many companies in our sector who, like Murphy, are taking steps to make it a more attractive industry for a more diverse talent set. This process will take time and a concerted effort, and needs us to look at what our sector has to offer and promote it early in the education process. This includes promoting STEM (Science, Technology, Engineering and Mathematics) careers to younger individuals and attracting a sustainable pipeline of diverse talent into the industry.

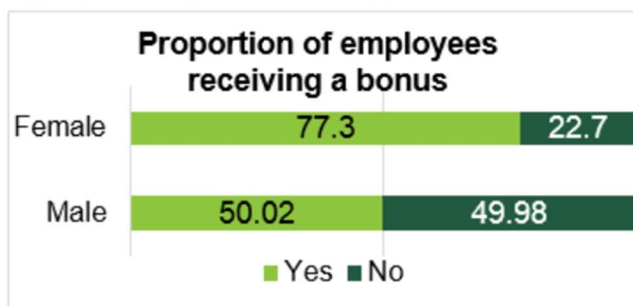
Murphy representatives often visit schools to share their experience of working in the sector, and we are pleased that our increased focus on Emerging Talent has led to 32% of all appointments across graduate and undergraduate recruitment being female. A similar focus is now being applied to our apprenticeship programmes.

## Gender pay gap

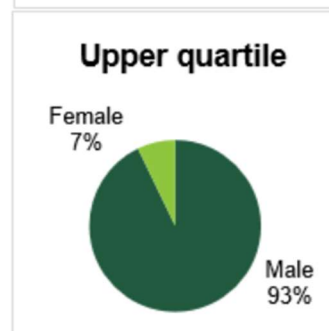
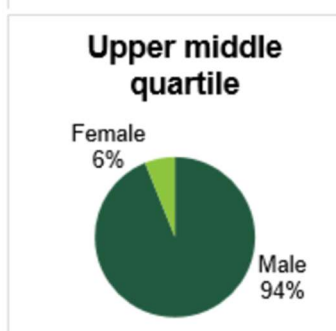
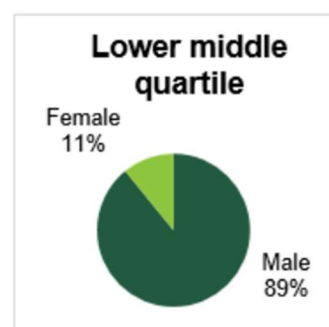
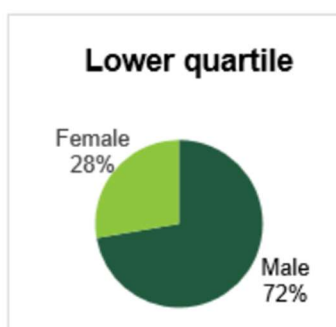
Murphy has a grading structure, to which all roles in the business are aligned. This ensures that jobs are evaluated based on a consistent set of criteria, and employees receive the appropriate pay and benefits for their role. We continue to review pay by grade and role, and provide relevant budgets to ensure people are paid fairly based on their role, experience and performance. For the period covering 5th April 2018, the mean (average) gender pay gap across all employees at Murphy was 25.26%. This is a slight reduction from 26.11%, which was reported in the April 2017 gender pay report.

Gender Difference	Mean	Median
Gender pay gap	25.26%	23.87%
Gender bonus gap	47.33%	31.27%

*Gender pay gap is the difference between the average pay of all men and the average pay for all women working at Murphy, and expressing that difference as a percentage.*



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



## Way Forward

We continue to make positive steps towards reducing Murphy's Gender pay gap, and our activities are focused on three key areas to achieve this by enabling more women to be recruited, developed and appointed into senior roles - Leadership & Transparency; Attraction & Development; and Retention.

Since the last report was published in March 2018, we have continued to take steps toward closing the gap, such as:

- Recruited a new Equality, Diversity and Inclusion representative, who brings experience from the LMJV (Murphy's joint venture with Laing O'Rourke for HS2 Phase one enabling works). LMJV were identified as one of the UK's top 50 inclusive employers in 2018 and we intend to develop a similar integrated and effective strategy for Murphy
- Development of a new 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
- Improvements to a number of people processes, such as recruitment, employee engagement action planning and development programmes, with a diversity lens
- Improvements to our maternity leave policy, including a maternity returners bonus



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

**Jonathan Wright**  
Group People Director