

# GENDER PAY GAP 2023

## Foreword

We are passionate about ensuring Murphy is a great place to work where people feel secure and comfortable to be themselves. This commitment forms part of our Murphy at 75 people strategy and is underpinned by our values including 'Integrity, Respect and Accountability' and 'One Murphy'.

Our strategy, values and commitment to tangible actions are all examples of our continued commitment to diversity and equal opportunity for all. This report aims to provide further insight into our Gender Pay Gap data, the progress we have made, and our continued commitment to equity.

## Reporting information and definitions

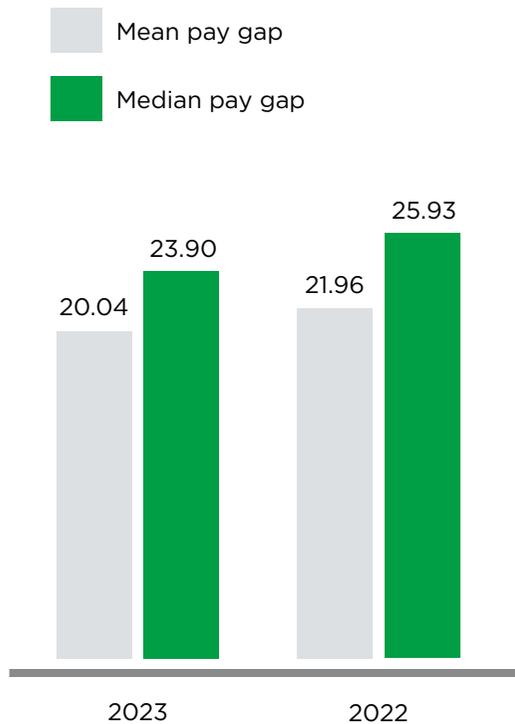
This report does not discuss equal pay, which is the statutory right to be paid equally for work determined to be the same or equivalent regardless of gender. We have robust procedures in place which support our company pay and grading structure. This ensures all roles are assessed against consistent principles and methodology and result in fair pay for all.

Throughout the report there will be reference to key terminology including:

- **Gender Pay Gap** which 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.
  - **Mean Pay / Bonus Gap** which is the difference between the average hourly earnings / bonus payments of men and women.
  - **Median Pay / Bonus Gap**, which is the difference between the midpoints in the salary ranges / bonus payments of men and women.
  - **Quartile** which is the distribution of male and female representation across the four even groups named (upper, upper middle, lower middle, lower).

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.

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## Gender Pay and Bonus Gap data

This year we are pleased to share that our Gender Pay gap has improved compared to the previous year.

This improvement is a result of a number of things, including changes in our quartile data (below) where we have seen significant movement in the distribution of females across the four quartiles. There is a smaller proportion of females sitting in the lower quartile, reflecting things like the increased career progression of women within our business. This data also reaffirms that our long-term strategy of attraction, retention and promotion of female talent is starting to show genuine results.

2022		
Quartile	Male	Female
Lower quartile	69.81%	30.19%
Lower middle	84.70%	15.30%
Upper middle	90.16%	9.84%
Upper quartile	90.03%	9.97%
<b>Total</b>	<b>83.67%</b>	<b>16.33%</b>

2023		
Quartile	Male	Female
Lower	73.26%	26.74%
Lower Middle	83.07%	16.93%
Upper Middle	88.62%	11.38%
Upper	91.03%	8.97%
<b>Total</b>	<b>83.99%</b>	<b>16.01%</b>

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Further achievements as a result of our strategy and actions, which have also supported this year's improvements, are as follows:

- Year-on-year increase in females promoted – in 2023 over 15% of our female employees received a promotion.
- Year-on-year increase in senior management roles held by females - now at 15%;
- Since 2021 we have seen a year on year increase in the number of senior leadership positions held by females,
- 40% of our upskilling apprentices are female.
- 20% of new recruits in 2023 were female - which is above the UK average within the industry

## Bonus Gap

	2023	2022
Mean bonus gap	20.79	18.60
Median bonus gap	2.09	6.81

Our varied reward package aims to incentivise and recognise our colleagues in a range of ways. This includes both performance related schemes as well as recognition of key personal milestones such as long service and marriage.

Proportion of employees receiving bonus	Bonus received
Female	64.69%
Male	66.74%
Total	<b>65.02%</b>

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Whilst we acknowledge there has been an increase in our mean bonus gap, we understand the reasons for this and are pleased to see a reduction in our median bonus gap. The use of this metric helps us further analyse the data and draw links between the movement of our female population into more senior positions and the associated reduction in median bonus gap as the mid points of each population draw closer. This is supported by the slight difference between male and females in receipt of a bonus payment, - a positive indication that we continue to move forwards.

## What have we been doing?

We understand the role diversity plays in shaping a robust workforce - but also the positive impact this has on individuals, not only at Murphy, but across the industry.

We have continued to work towards a long-term strategy that focuses on building representation of all groups with our business and the wider sector we operate in. Our ultimate aim at Murphy is to make our business a great place to work where people feel secure and comfortable to be themselves. Some examples of further progress towards this over the last 12 months include:

- Over 200 employees have now attended the One Murphy Big Inclusion programme. This is our unique in-house, two day behavioural based programme. This provides a consistent way for all our employees to learn more about creating an inclusive working environment and to reflect on and implement their own contributions to inclusion in the workplace.
- Continued progression towards one of our key inclusions goals by 2026, which is to have at least 25% of our colleagues from under represented groups. As of 2023, 24% of our colleagues are now from under-represented groups.
- Continued focus on our emerging talent population, with a retention rate of over 90% over the last four years, with our largest cohort yet planned for 2024.

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**Partnerships** - We are the largest direct employer of emerging talent within our sector. 30% of our current Emerging Talent population are from under presented groups. This has earned us a 'Gold' standard award from the 5% Club.

We work in a number of ways and with a number of key partners to help remove social mobility and gender barriers. This includes virtual work experience programmes, specific STEM related events and mentorship programmes..

We have been recognised nationally for our work in the prison sector, creating long-term sustainable training and employment for prison leavers. This has been replicated in 91 other UK prisons in a model that is applicable to any sector. Our work with prison leavers has now extended to womens prisons.

**Family friendly** - Continued our industry leading maternity returners bonus to provide support and encourage employees back into work following maternity leave.

We provide paid time off for appointments for expectant parents - this is not limited to hospital appointments, but also holistic appointments and antenatal classes. We also mirror our enhanced maternity leave scheme for our Shared Parental Leave, with the aim of providing alternatives to conventional care arrangements to support employees.

We provide enhanced paid leave for employees undertaking fertility treatment as we understand this is an important time for our colleagues.

**Continuous Improvement** - We continue to build on our understanding of our female population and under-represented groups through analysis of key data including recruitment, engagement surveys, exit surveys and external assessments. This ensures we have a holistic and well-rounded approach to the feedback we receive and are using it to drive appropriate changes in areas that will have the most impact. In 2023, over 92% of our colleagues indicated in our engagement survey that they felt included and respected within our business by their colleagues.

In 2023 we received Gold accreditation from Investors in People and were recognised as the Number One Best Big Company to Work For by Best Companies. We are incredibly proud of these achievements, where we have seen year-on-year improvements in scoring in areas such as Wellbeing, Giving Something Back (which includes our work on Diversity and Inclusion) and Personal Growth. Our 2023 Investors in People feedback report also confirmed that our approach to Diversity and Inclusion is well ahead of the industry curve.

## WOMEN AT MURPHY



“I was always very curious how structures were built and knew that the engineering route was the right path for me. It is very satisfying to see the results of my input. I hope young women will see me as an example that this industry is suitable for them and women can do very well in construction.” - Section Engineer



“Since starting with Murphy, I’ve experienced a workplace culture that goes beyond expectations. It’s inspiring to be part of a team that prioritises a positive, welcoming and supportive environment. The immediate sense of belonging has made me feel an integral part of the team from the start.” - Planning and Project Controls Graduate



“Like most women I’ve met on this journey, I’ve had to face challenging situations, however the balance has been nothing but positive. I’m proud of the milestones I’ve achieved, and overall, my career to date has been extremely fulfilling.” - Engineering Manager

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## What next?

We continue to work towards our long-term people and inclusion strategic goals in 2024 by building on the positive work of 2023. This will include, but is not limited to:

- Understanding our data – continuing to use the feedback and data collated in recent surveys to help build our understanding of different demographics and work to build our manager capability and recognition structure in an inclusive way.
- Working towards recruitment of our largest emerging talent intake with a minimum of 30% female representation.
- STEM Engagement activities, including targeted programmes for the female student demographic.
- Further additions to our industry leading programme of family friendly support schemes.
- Further extending our prison leaver recruitment work to more female prisons in the UK.
- Continuing the roll out of our unique One Murphy BIG Inclusion programme, with the aim of having a minimum of another 200 colleagues attend the sessions during 2024.

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