

IRELAND GENDER PAY GAP 2025

Foreword

Our commitment to ensuring Murphy is a great place to work where people feel secure and comfortable to be themselves continues to form the core focus of our Murphy at 75 people strategy. This strategy is also underpinned by our values including 'Integrity, Respect and Accountability' and 'One Murphy' and our overall business purpose, which is to 'Improve Life by Delivering World-Class Infrastructure'.

Our strategy, values and commitment to tangible actions consistently demonstrate our commitment to diversity and equal opportunity for all, placing it at the heart of what we do. This report aims to provide further insight into our Gender Pay Gap data, the progress we have made since the last report and our continued commitment to closing this gap in a sensible way.

Reporting information and definitions

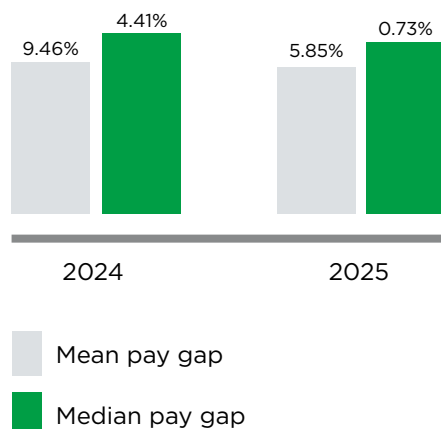
This report does not discuss equal pay, which is the statutory right to be paid equally for work determined to be the same or equivalent regardless of gender. We have robust procedures in place which support our company pay and grading structure and ensures all roles are assessed against consistent principles 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 Ireland as the difference in average hourly earnings between male and female employees across an organization. It is distinct from equal pay for equal work and reflects broader inequalities such as overrepresentation of women in lower paid-paid roles.
- **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

In 2025, our gender pay gap has improved compared with 2024. The mean pay gap decreased in 2024 to 2025, meaning men and women's average pay moved closer together. The median pay gap also became more balanced. In 2024, women earned 4.41% more than men at the midpoint, while in 2025 this reduced to 0.73%, indicating that pay at the middle level is now much more equal. Overall the data shows a positive trend towards a more balanced and fair pay structure.

2024		
Quartile	Male	Female
Lower quartile	86.49%	13.51%
Lower middle	92.39%	7.61%
Upper middle	83.15%	16.85%
Upper quartile	88.59%	11.41%
Total	87.65%	12.35%

2025		
Quartile	Male	Female
Lower quartile	84.86%	15.14%
Lower middle	87.61%	12.39%
Upper middle	84.86%	15.14%
Upper quartile	86.18%	13.82%
Total	85.88%	14.12%

Commitment to our long-term strategy of recruitment and development of internal female talent in the business and the impact it is having it also demonstrated by:

- In 2025 our return to work maternity bonus was implemented, all females that went on maternity leave in 2025 returned to work and received the RTW bonus
- 367 people were hired in 2024, 11% of these were female. 428 people were hired in 2025, 11.2% were females.

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- For our emerging talent cohorts comprising of Graduates, Apprentices and TY work experience students, in 2024 we hired 17% females and in 2025 this increased to 23%.
- We attended 13 Career Fairs in 2025, we ensured there were female operational representatives attending these fairs with us to encourage more females into the business

Bonus Gap

	2024	2025
Mean bonus gap	58.13	56.80
Median bonus gap	42.97	38.53

Proportion of employees receiving bonus	Bonus received
Female	78.05%
Male	39.44%
Total	44.89%

Benefit In Kind (BIK) Distribution

2024	2025
27.47% of females received BIK	26.483% of females received BIK
41.18% of males received BIK	45.99% of males received BIK

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The mean and median bonus gap decreased in 2025. The average bonus paid to men is still significantly higher than that paid to women but the gap has narrowed. This suggests that women received higher bonuses than before or bonus levels for men have reduced slightly.

The proportion of women receiving a bonus is significantly higher than men in both years, even though the gap has slightly decreased. This suggests that there are more women in bonus-eligible roles in Murphy than there are men.

While the gap has remained in both years for BIK, this is likely due to the nature of site based roles which are predominantly male dominated roles.

One Murphy Big Inclusion is our in-house programme and is designed for employees to have open and honest discussions on diversity, inclusion and fairness topics.

This was rolled out in Ireland in 2024, with participant numbers increasing year on year. This programme is an important part of building our inclusive culture.

The Women In Murphy Ireland (WIMI) group held two events this year. The first combined leadership training, networking, and yoga. The second was a Lunch & Learn session focused on maximising career potential. These initiatives support women's progression and confidence, helping to reduce barriers to advancement.

We continued our partnership with Back to Work Connect for a second year. This initiative advertises our roles to women returning to work after caring responsibilities and provides free supports and training to ease their transition back into the workforce. This partnership widens access to opportunities and helps increase female representation in our workforce.

Inclusive Recruitment Training was introduced in 2025 to help managers recruit in a more mindful and inclusive way. It will run again in 2026. This training strengthens fair hiring practices and supports greater diversity across teams.

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Partnerships - We are the largest direct employer of emerging talent with over 40% of our emerging talent candidates recruited from under-represented groups year-on-year for the last four years. Our commitment to Emerging Talent earned us Platinum recognition from the 5% Club in 2024.

Family friendly - Introduced our return to work maternity bonus in 2024 and will continue this for 2025.

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, along with enhanced paternity leave, adoption leave, care leave and much more

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.

Sponsorships - In 2025 we have continued to support local sporting groups such as soccer camps, boxing clubs, GAA teams, athletic and rugby clubs, all with the aim of supporting females in sport.



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What next?

We continue to work towards our long-term people and inclusion strategic goals in 2026 by building on the positive work of 2025. This will include, but is not limited to:

- Continue and elevate the One Murphy Big Inclusion training;
- Working towards recruitment of our largest emerging talent intake with 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, including maternity, paternity, menopause and other female focused health and wellbeing programmes;

We will continue striving towards a greater gender balance in the workplace for 2026. I confirm that the data provided is accurate in line with the Gender Pay Gap Information Act 2021 and the The Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) Regulations.



Dawn Moore
Group People and Communications Director