

GENDER PAY GAP REPORT 2025

Foreword

Our commitment to ensuring Murphy is a great place to work where people feel included and confident to be themselves forms the core focus of our Murphy at 80 People Strategy. This strategy is also underpinned by our values including 'Integrity, Respect and Accountability' and 'One Murphy, One Family' 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

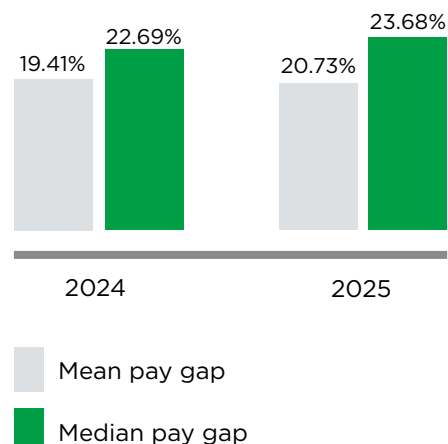
This report does not discuss equal pay, which is the statutory right to be paid equally for work determined to be the same or equivalent regardless of gender. We have robust procedures in place which support our company pay and grading structure and ensures all roles are assessed against consistent principles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

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

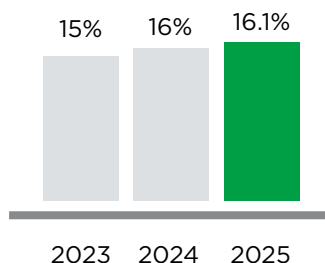
- **Gender Pay Gap** which is defined in the UK as the difference between the average earnings of the male population in direct comparison to the average earnings of the female population within an organisation, irrespective of role held.
- **Mean Pay / Bonus Gap** which is the difference between the 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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Number of females receiving a promotion



Gender pay and bonus gap data

As a business we continued to grow employee numbers across all of the countries we operated in during 2025. This included in the UK, where we welcomed 658 new colleagues. 16.7% of these new starters were female, continuing our recruitment strategy aimed at achieving a better gender balance over the long term.

Due to the volume of new employees recruited overall, we have seen a small increase in our mean and median gender pay gaps this year. We are now seeing other positive trends in our data, however such as the continued increase in the number of females being promoted.

2024		
Quartile	Male	Female
Lower quartile	73.73%	26.27%
Lower middle	83.49%	16.51%
Upper middle	89.93%	10.07%
Upper quartile	89.93%	10.07%
Total	84.27%	15.73%

2025		
Quartile	Male	Female
Lower quartile	71.97%	28.03%
Lower middle	83.57%	16.43%
Upper middle	88.53%	11.47%
Upper quartile	89.96%	10.04%
Total	83.51%	16.49%

We are also continuing to see some positive trends in the quartiles. As an example, 2025 data show a clear move of females into the upper middle quartile when compared against the previous year. Men do however continue to dominate the upper quartile and the small increase this year in the number of men in that quartile has impacted our gender pay gap. We are continuing our long-term strategy of increasing female representation in several ways, which are detailed later in this report. We are also focused on supporting our current female employees with their career progression through focused development programmes.

As already mentioned we have seen a continued incremental increase in the number of females receiving a promotion and hence progressing their careers. This is an important, positive trend which has continued for the last four years and very much remains something we are focused on when opportunities arise.

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Our ongoing strategy relating to the recruitment and long-term retention of female talent has also continued to demonstrate its impact this year by:

- 17% of attendees on our two most recent Future Leaders development programme cohorts were female.
- 19.7% of our apprenticeship recruits in 2025 were female.
- Another year-on-year increase in the number of females holding senior management positions – 16.1%.
- Over 30% of our upskilling apprentices are female.
- The year-on-year increase for the last four years in the number of females receiving a promotion.

Bonus Gap

	2024	2025
Mean bonus gap	21.78%	31.87%
Median bonus gap	4.11%	9.55%

Proportion of employees receiving bonus	Bonus received, 2024	Bonus received, 2025
Female	71.63%	75.23%
Male	63.59%	62.38%
Total	64.88%	64.58%

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This year, we have seen another increase in our median and mean bonus gaps. We have identified that this is again because the mean considers a small but largely male population in one of our incentive schemes. The median bonus gap, however, is less impacted by this scheme.

At Murphy, we recognise that we have an extremely diverse workforce and hence a need to continue to have a varied reward and benefits package which 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, birth / adoption of a child and marriage / civil partnerships. Our industry-leading maternity return bonus continues to be extremely motivational recognition for women returning to work and our recent enhancement of our paternity leave scheme has been well received.

These schemes continue to have a varying impact each year due to the individual nature of the milestones and activities that they are designed to recognise, and this has been particularly relevant in 2025. On a positive note, these schemes have meant that a greater proportion of females have again in 2025 received a bonus payment of some sort overall in comparison to males and the previous year.

What have we been doing?

Our People Strategy has been focused for the last five years on making Murphy a great place to work where, regardless of background, people feel secure and comfortable to be themselves.

Some examples of further progress on this in 2025 included:

- Over 27% of our colleagues are now from under-represented groups as of the end of 2025, a further increase since 2024.
- Over 30% of our overall Emerging Talent population continues to be female.
- Over 30 STEM events across the UK business, specifically focused on encouraging young females to enter a career in construction.
- Our unique One Murphy BIG inclusion programme continued to operate, with a further 150 colleagues completing this in 2025.

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Partnerships – We continue to be the largest direct employer of emerging talent in our sector, with over 35% 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 once again from the 5% Club in 2025.

In 2025, we embarked on a strategic partnership with EU Energy & Skills, aimed at improving sector entry opportunities for long-term unemployed females and other under-represented groups.

We have continued to work with Speakers for Schools to help remove social mobility barriers by providing virtual work experience for those who cannot access our office or site locations.

We have been recognised nationally again in 2025 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.

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.

During 2025, we further enhanced our paternity leave support for new parents, which has been well received.

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.

We have taken this approach one step further this year, with a greater level of insight now able to be obtained about under-represented groups' access to our employment opportunities and their experience at the various stages of our recruitment and onboarding processes.

In 2025, we were recognised by New Civil Engineer at their national awards, winning Best Equality, Diversity and Inclusion initiative for the People Strategy referred to in this report.

We also achieved a major milestone in 2025 when we were awarded Platinum accreditation from Investors in People. This included an acknowledgement in our Platinum accreditation feedback that our Equality, Diversity and Inclusion approach continues to be 'well ahead of the industry curve'.

WOMEN AT MURPHY



“I joined Murphy two years ago as a graduate and am now out full-time on our projects. Being part of Murphy has been amazing. It doesn’t matter what your background or your sex is. I’ve been supported as an engineer and I’ve been looked at as an engineer, not as a woman. I’ve never felt different. If you’re looking for a career in engineering, Murphy is the place to start.”

– Heero Qahraman, Civil Engineer

“Before Murphy, I found there was a point at which, people weren’t prepared to entertain my ideas anymore or there was a limit to how much authority I was allowed to hold. Murphy showed me that there are businesses that don’t have those implied restrictions and that there was no aspect of the business where women can’t get on in Murphy.

But most importantly, at its core, that success is based on competency and ability rather than a gender or box. Everybody is proud to do a good job and there’s no reason why, if you can do a good job, you wouldn’t be in a position to lead others to do the same.”

– Frankie Birkenhead, Senior Quantity Surveyor



“I joined Murphy in 2019, as a contingent worker before becoming permanent in 2020. From when I worked previously in plant and construction, attitudes and acceptance have changed for the better and I feel there are little to no limits for women in the industry now. We just have to take the opportunities when they come.”

– Emily Chiocchi Hodges,
Senior Accounts Payable Specialist

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What next?

Our People Strategy will continue to evolve in 2026 as we begin the first year of our next five-year plan, known as Murphy at 80.

Plans will include, but are not limited to the following:

- The further development of our Social Value Reporting and monetisation tool, particularly expanding our ability to evaluate the contribution being made through our local employment, STEM and wider Diversity and Inclusion efforts.
- An increased minimum of 35 bespoke 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.
- The piloting of our bespoke Female Plant Operator entry programme, utilising our new training facility at Ollerton in North Nottinghamshire.
- Continuing the roll out of our unique One Murphy BIG Inclusion programme, with the aim of having over 200 additional colleagues attend the sessions during 2026.

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