GENDER PAY GAP REPORT 2026

Foreword

Our commitment to ensuring Murphy is a great place to work, where people feel secure and comfortable to be themselves, remains central to our people strategy. This is underpinned by our values of Integrity, Respect and Accountability and One Murphy, and by our purpose to Improve Life by Delivering World-Class Infrastructure.

Our 2026 Gender Pay Gap Report provides insight into the representation of women and men across our workforce and the factors influencing our gender pay gap. We recognise that improving gender balance within construction requires sustained action, not only to attract more women into the industry, but to retain, develop and support progression throughout their careers.

This report sets out our 2026 results and the actions we are taking to build a stronger and more diverse talent pipeline over the longer term.

Reporting information and definitions

The gender pay gap is different from equal pay. Equal pay relates to employees receiving equal pay for the same or equivalent work. The gender pay gap measures differences in average hourly earnings across the organisation and can be influenced by the distribution of women and men across roles, levels and working arrangements.

- Gender pay gap: the difference in average hourly earnings between male and female employees across the organisation.
- Mean pay or bonus gap: the difference between the average hourly earnings or average bonus payments of male and female employees.
- Median pay or bonus gap: the difference between the midpoints of male and female hourly earnings or bonus payments.
- Pay quartiles: four equally sized groups of employees ranked from the lowest to the highest hourly pay.

The figures in this report have been calculated using the statutory methodology and are expressed as percentages.

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Our 2026 gender pay gap

Murphy's 2026 mean gender pay gap is 15.49% and the median gender pay gap is 6.80%. These figures reflect the overall distribution of employees across Murphy and do not measure whether employees performing the same or equivalent work receive equal pay.

The mean gender pay gap for part-time employees is 73.24% and the median part-time gap is 51.96%. Our part-time population is small, comprising 14 female and three male employees, so individual roles and pay levels can have a significant impact on the reported figures. For fixed-term employees, the mean gap is 28.05% and the median gap is 8.61%, based on a population of 15 female and 36 male employees.

2026 measure	Gap
Mean gender pay gap	15.49%
Median gender pay gap	6.80%
Mean part-time gender pay gap	73.24%
Median part-time gender pay gap	51.96%
Mean fixed-term gender pay gap	28.05%
Median fixed-term gender pay gap	8.61%

About our reporting population

Murphy had 1,031 relevant employees on the 16th of June 2026 snapshot date, comprising 145 female and 886 male employees. Of these, 1,009 employees received relevant pay and were included in the hourly pay calculations and pay quartiles. This pay-calculation population comprised 137 female and 872 male employees.

A further 22 employees, comprising eight female and 14 male employees, were part of the snapshot headcount but excluded from the pay calculations because they had not received relevant pay during the reporting period used in the calculation.

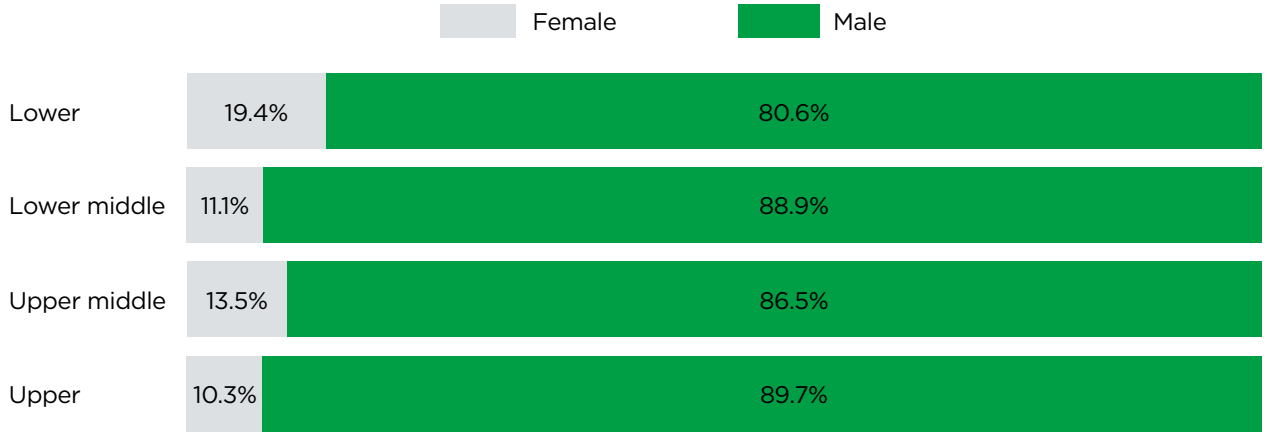
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Understanding our pay quartiles

The quartiles show where male and female employees in the pay-calculation population sit across the hourly pay distribution. Female representation is 19.44% in the lower quartile, 11.11% in the lower-middle quartile, 13.49% in the upper-middle quartile and 10.28% in the upper quartile.

This distribution is an important driver of the overall gender pay gap. Women represent a greater share of the lower quartile than the upper quartile, demonstrating that increasing overall female headcount alone will not close the gap. Sustainable improvement will also depend on retaining and developing female talent and supporting progression into higher-paid technical, operational, management and leadership roles.



2026 quartile	Female	Male
Lower	19.44%	80.56%
Lower middle	11.11%	88.89%
Upper middle	13.49%	86.51%
Upper	10.28%	89.72%

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Bonus remuneration and benefit in kind

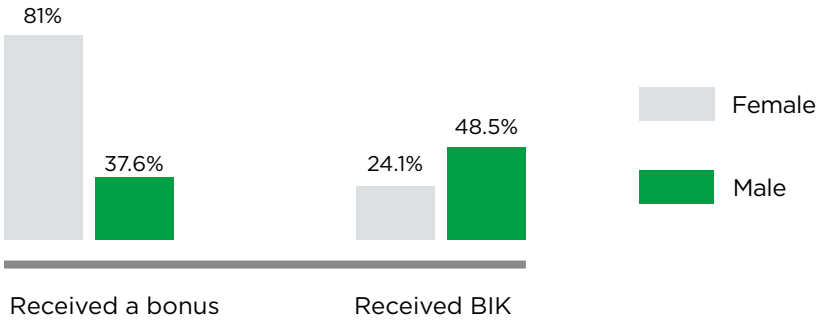
The 2026 mean bonus gap is 63.52% and the median bonus gap is 43.15%.

2026 bonus measure	Gap
Mean bonus gap	63.52%
Median bonus gap	43.15%

Female employees were more likely to receive a bonus, with 81.02% of female employees receiving a bonus compared with 37.61% of male employees. The bonus gap is therefore not primarily driven by access to bonus payments, but by differences in the value of bonuses received. This may be influenced by role type, seniority, contractual eligibility and the concentration of higher-value bonus opportunities within particular areas of the business.

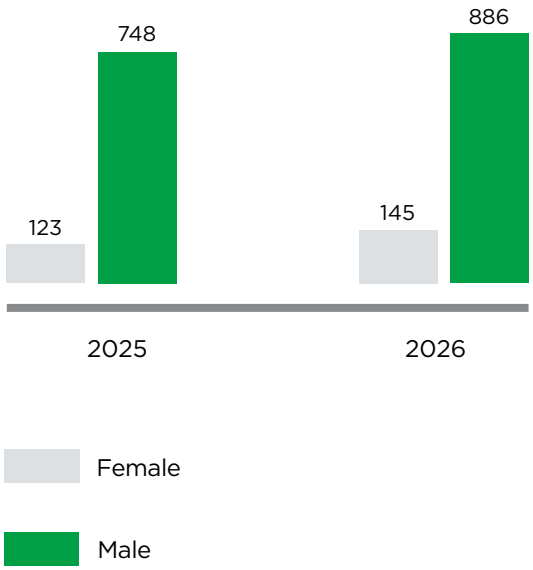
Employees receiving a bonus	2026
Female	81.02%
Male	37.61%
Overall	43.51%

In 2026, 24.09% of female employees and 48.51% of male employees received a benefit in kind. Overall, 45.19% of employees received a benefit in kind. The difference is likely to be influenced by the concentration of company vehicles and other benefits within operational, site-based and senior roles, where the workforce remains predominantly male. Evidence of progress



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Evidence of progress

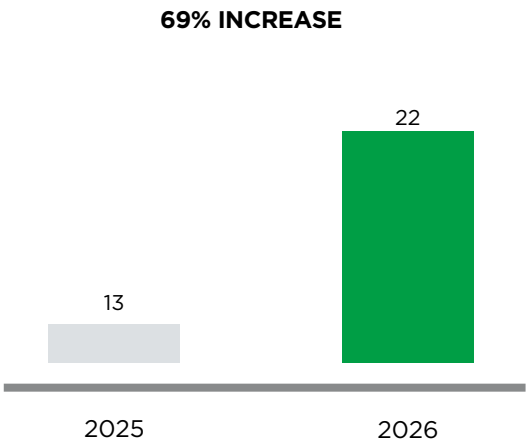
Our commitment to increasing female representation and supporting the development and progression of women in Ireland is reflected in measurable outcomes across our people and talent initiatives

- Female participation within Emerging Talent increased from 13 to 22, representing a 69% increase year on year.
- Female headcount increased from 123 to 145 employees.
- 12 women were promoted during 2026, including 6 progressing into management or more senior roles.
- 21 women were nominated through our enhanced Talent and Succession process, representing 14.9% of the 141 employees nominated.
- Four women participated in the Level 3 First-Time Manager/Supervisor Programme, representing 22% of the 18-person cohort.
- 100% of employees due to return from maternity leave returned to work, supported by our maternity return-to-work bonus.

These measures provide a baseline for understanding how our activity across attraction, development, retention and progression is translating into outcomes. Our longer-term focus is to increase female representation across professional, technical, management and leadership roles and over time within the middle and upper pay quartiles.

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Building a more balanced workforce

Our 2026 results reinforce that addressing the gender pay gap requires sustained action across attraction, inclusion, retention and career progression. While Murphy is employing more women and has increased female participation within Emerging Talent, women remain underrepresented in higher-paid technical, operational and leadership roles.

Our focus is therefore on attracting more women into construction, creating an inclusive employee experience and providing the development and progression opportunities needed to build long-term careers with Murphy.

Attracting more women into construction

Murphy continued to grow during 2026. Overall headcount increased from 871 to 1,031 employees, with the number of women employed increased from 123 to 145. As male and female headcount grew at broadly similar rates, female representation remained stable at approximately 14%.

Attracting more women into construction therefore remains an important priority. Female participation within our Emerging Talent population increased from 13 in 2025 to 22 in 2026, representing a 69% increase year on year. At Group level, Murphy's apprenticeship and graduate programmes have repeatedly achieved the 5% Club Platinum standard, providing external recognition of our commitment to creating structured earn-and-learn career pathways.

We recognise that improving female representation in construction and engineering also requires earlier engagement, before young people make decisions about further education, apprenticeships and careers. During 2026, our schools outreach and Career Insight activity focused on increasing awareness of the range of professional, technical and apprenticeship opportunities available within the industry.

Approximately 700 students from 19 schools and education providers were invited to participate, with 17 of the 19 schools being mixed-gender. Our outreach also included two DEIS schools, helping us engage students from a broad range of backgrounds. We are also strengthening links with apprenticeship providers and as part of this activity, four Access to Apprenticeship students will be offered work experience with Murphy, including one female student.

We also continued our partnership with Back to Work Connect, supporting women returning to employment following caring responsibilities by improving access to job opportunities, training and practical support.

Together our schools outreach, apprenticeship pathways, Emerging Talent programmes and return-to-work initiatives are broadening the routes through which women can enter Murphy. Our longer-term objective is to turn this stronger pipeline into sustainable career progression across professional, technical, management and leadership roles.

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Great Place To Work.®

Developing an inclusive workplace

Creating an inclusive culture is an important part of attracting and retaining a more diverse workforce. Our in-house One Murphy Big Inclusion programme continued during 2026, providing employees with opportunities for open and honest conversations about diversity, inclusion and fairness.

In 2026, Murphy achieved Great Place To Work® Certification™ across its UK and Ireland businesses. Group-wide survey results showed that 86% of employees believe Murphy is a great place to work and 80% believe they can fulfil their career aspirations at Murphy. The feedback will inform action plans to strengthen the employee experience and help ensure Murphy is a great place to work for everyone.

During the year, four One Murphy Big Inclusion sessions were delivered across Cookstown and Aughinish, with 93 employees participating. Two sessions were delivered in Aughinish to make the programme more accessible to employees based in the West.

We also continued to deliver Inclusive Recruitment Training, with two sessions held and 36 employees participating. The training supports managers in making more mindful and inclusive recruitment decisions and strengthens fair and consistent hiring practices across the business.

Women in Murphy Ireland also participated in industry activity during the year, including a Women in Construction roundtable. This provided an opportunity to connect with the wider industry and contribute to conversations around attracting, retaining and progressing women within construction.

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Retaining and progressing talent

Increasing female representation requires more than attraction. Understanding the employee experience, supporting retention and creating clear opportunities for development and progression are equally important.

Murphy's wider people practices were recognised through the achievement of Investors in People Platinum accreditation in October 2025, placing Murphy first in the construction sector among participating organisations with more than 2,000 employees. The assessment recognised strengths in areas including talent development, equality, diversity and inclusion, providing external validation of the practices supporting our attraction, retention and progression activity in Ireland.

In 2026, Murphy introduced surveys at 30, 60 and 90 days after joining to improve our understanding of the early employee experience. During the initial rollout, 79 surveys were issued and 51 responses were received, giving an overall response rate of 64.6%. The feedback will help us identify potential drivers of attrition and take targeted action to strengthen onboarding, engagement and retention.

Talent and Succession Planning

During 2026, Murphy introduced an enhanced Talent and Succession process to provide a more structured approach to identifying, developing and retaining talent across the business. A total of 141 employees were nominated, including 21 women, representing 14.9% of nominations. This provides a baseline against which we can monitor representation and progression within our internal talent pipeline.

Our Performance and Development Review process supports this approach by creating structured conversations around performance, career aspirations and development priorities. These conversations can be translated into practical development actions, including targeted learning, mentoring, coaching, broader project responsibility and cross-functional experience.

By connecting individual development with Talent and Succession planning, our aim is to identify potential earlier and create clearer pathways into broader and more senior roles. Over time, this will allow us to better understand whether our investment in development is supporting greater female representation across management, leadership and higher-paid roles.

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First-Time Manager/Supervisor Programme

Supporting employees to build the capability required for future management roles is also an important part of our approach. In 2026, four women participated in our Level 3 First-Time Manager/Supervisor Programme, representing 22% of the 18-person cohort.

The programme develops practical leadership and management capability across areas including leading and motivating teams, planning and allocating work, negotiation and networking, conflict management and understanding costs and budgets. This supports the development of our internal pipeline for future management roles.

Family-friendly support and retention

Supporting employees through different life stages is an important part of our approach to retention. Our family-friendly supports include enhanced maternity pay and our maternity return-to-work bonus, enhanced shared parental, paternity and adoption leave, Parent's Leave payments, paid time for expectant-parent appointments, fertility-treatment support, menopause support and flexible Parental Leave arrangements.

Employees also have access to our Employee Assistance Programme and wider wellbeing resources. These supports are designed to help employees remain connected to the workforce through significant life events and caring responsibilities and to reduce potential barriers to long-term participation and career progression.

Our longer-term objective is to translate our growing female talent pipeline and investment in internal development into increased female representation across the middle and upper pay quartiles. We will continue to monitor retention, Talent and Succession representation, development opportunities and progression into broader and more senior roles to understand whether these actions are creating sustainable change.

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Our focus for 2027

Our 2026 results reinforce the need to focus not only on attracting more women into Murphy, but also on retaining, developing and supporting progression into more senior and higher-paid roles.

During 2027, our priorities will be to:

- Strengthen the female talent pipeline by continuing to increase female participation across Emerging Talent and professional, technical and operational career pathways.
- Support development and progression through Performance and Development Reviews, Talent and Succession planning, development programmes, mentoring and broader career opportunities.
- Improve retention by using 30-, 60- and 90-day retention surveys, family-leave return data and exit feedback to identify and address barriers at key career stages.
- Build inclusive management capability through One Murphy Big Inclusion, Inclusive Recruitment Training and the Good to Great programmes.
- Measure and understand progress by monitoring female representation across grades, functions, our internal talent pipeline and pay quartiles, alongside continued analysis of reward outcomes and robust gender pay gap reporting.

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Closing Statement

Murphy's 2026 gender pay gap reflects the structural challenge of gender imbalance within construction and the current distribution of women and men across our roles and pay levels. We recognise that there is more to do, particularly to increase female representation in higher-paid technical, operational and leadership positions.

At the same time, Murphy is employing more women and has significantly increased female participation within Emerging Talent. Our focus is to turn this stronger early-career pipeline into sustainable career progression through dedicated development, retention and succession activity.

We will continue to monitor our data and take focused action to improve gender balance and create long-term, measurable change.

I confirm that the information contained in this report is accurate in line with the Gender Pay Gap Information Act 2021 and the applicable Gender Pay Gap Information Regulations.

Catherine Burns
Head of Employee Relations



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