

MULTIPLEX

Built to outperform.

2021

UK Gender Pay Gap Report



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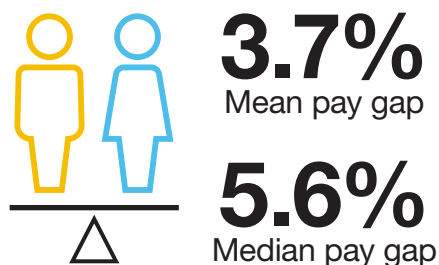


Foreword from our Managing Director, Callum Tuckett

At Multiplex, our goal is to be a company that people want to work with and for. We respect, include, and look after our people and those around us, empowering and supporting them to thrive.

As a business, we are actively re-thinking the way we work, particularly as we continue our journey to achieving gender pay parity. We acknowledge that the gender pay gap continues to be an ongoing issue in the construction industry, and this is why we have taken steps to demonstrate our commitment to attracting and retaining female talent. We want to ensure representation of women at all levels of our business, particularly in middle management and senior roles, where the gap is most obvious.

We are pleased to share that the gap is steadily reducing:



We are making progress towards our 2025 target, striving to be better than the industry average. We attribute this progress to a combination of factors following the systemic changes, internal restructures and focus on the development and promotion of our female talent.

Since our last report, we have made some significant steps that show our long-term commitment to making the changes needed to reach our goal. These include:


Taking our award winning **'Flex' working policy** from trial to full implementation across all our new and established projects. We are continuously refining this system to improve the work life balance of all our colleagues.

Continuing the work of the **UK Women's Network** within the business, with a clearly defined commitment to empower all women within Multiplex in the coming months.

Publishing our targets to increase female representation within our business, as part of our **Social Equity Strategy to 2030, Leave No One Behind**.

Recognising that having an industry leading **Maternity Policy** is not sufficient in itself. The **support framework and experience** in the workplace is equally important for women returning from maternity leave.

Recognising and celebrating long service and **commitment** to the business and **celebrating achievements** each quarter for outstanding performance.



“We know systemic change is required in our industry to break down historic barriers to drive gender equality. Our commitment to construct a better future is founded on **equity, participation, and inclusive growth** – And we will continue to work to make sure that our commitment is a reality, not only in our organisation but across our supply chain.”



Callum Tuckett
Managing Director, UK

Actions we are taking towards addressing the gender pay gap

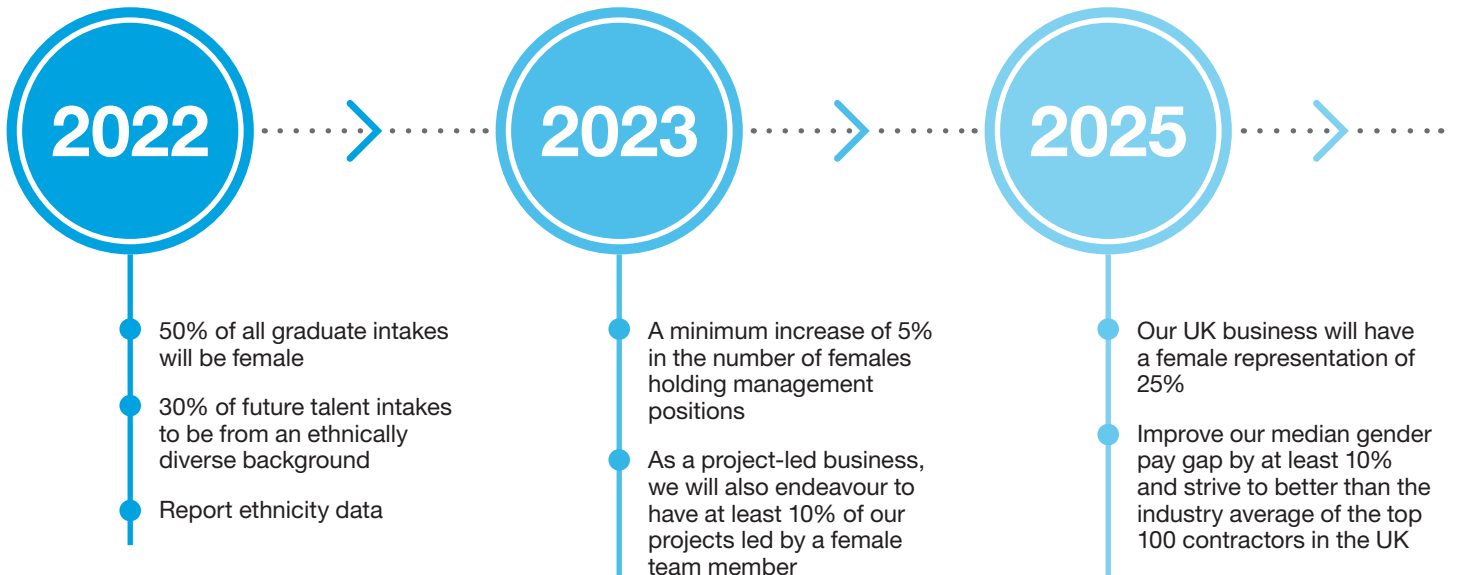
1. Our Social Equity Strategy, Leave no one behind

We stand by the targets that we have set ourselves to address female representation and gender pay disparity at Multiplex within the UK.

At the end of 2021, we launched 'Leave no one behind', our 10-year social equity strategy to tackle inequality and injustice in construction. Our plan of action identifies improvements across all aspects of our UK operations and seeks to ensure we take a leading role in effecting change across construction.

Key issues that are addressed by our strategy include: the just transition, mental health, wellbeing, fair employment, prompt payment, modern slavery, diversity and inclusion and income inequality.

Priorities listed according to four strategic pillars encompass: health, safety, and wellbeing; diversity, inclusion, and respect; socio-economic value, and respecting communities. Looking at our diversity, inclusion and respect pillar, our targets include:



To achieve these targets, we will:



Continue working to create clarity for our people around our pay structures. In addition to our usual pay review cycle, we will closely review our female talent throughout the year to guarantee parity from day one.

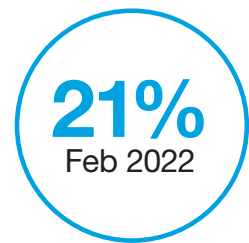
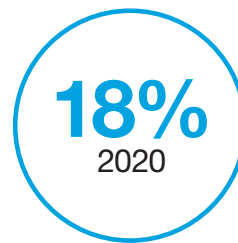
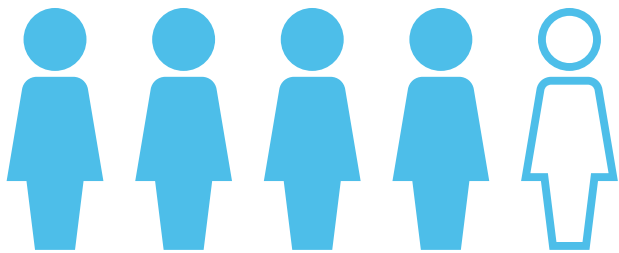


Introduce Women's Health Guidelines to address gender biases around sick leave and menopause, periods, and miscarriages, in order to drive psychological safety.



Advertise flexible roles to attract more gender diverse talent, particularly for mid and senior roles where our gender pay gap is highest.

There is still a long way to go, but we are making strides and incremental changes to ensure we reach these targets.



- Our 2021 intake of Graduates was **40%** female and are well on the way to achieving our target of **50%** female intake of Graduates for 2022.
- Representation in our business has increased from **18%** in 2020 to **21.4%** as of February 2022, which is a remarkable achievement in such a short time.
- The overall percentage of women in management positions has remained consistent over the last 6 months. We will strive to increase this percentage through tailored leadership programmes in 2022 and succession planning focused on future female leaders within the business.



2. Our UK Women's Network

At Multiplex we are committed to creating a high-performing workplace with an inclusive culture where all women have the freedom and opportunities they need to succeed.

Launched in 2020, the work of our UK Women's Network continues, and we have a clear strategy for 2022 to ensure every woman associated with Multiplex is empowered, knowledgeable and connected.

The purpose of the Women's Network is to understand the current issues, to then support the drive to attract and retain more women into the business and increase the development opportunities for women.



Andy Campbell
Executive Sponsor



Sarah Meehan
Chair



Elinor Strapp
Co-Chair



Siu Mun Li
Co-Chair



Laine Arnold
Treasurer



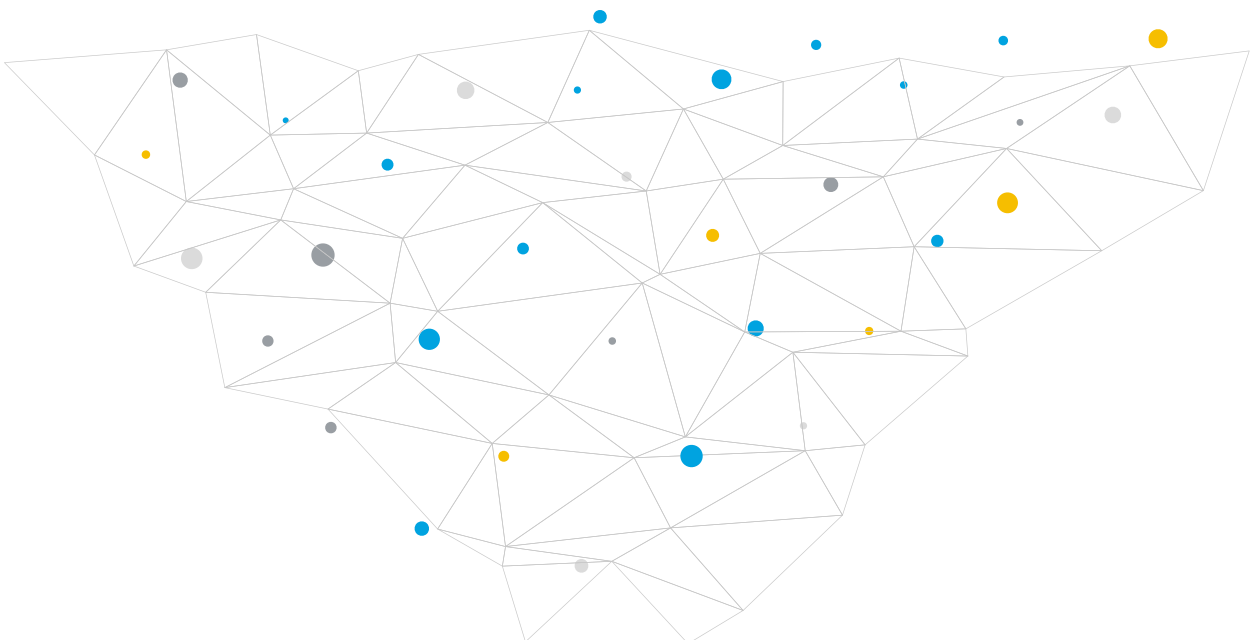
Sarah Evans
Communications



Katy Boustead
Support/Specific Initiatives



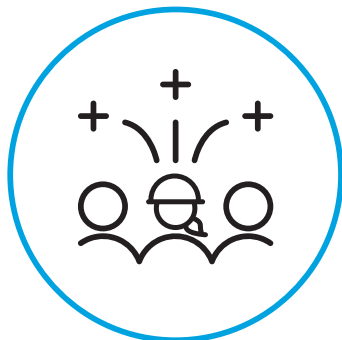
Becky Rowell
Support/Specific Initiatives



Our strategy has been designed with the aim to:



Understand the core issues, evidence statistical data and shift the organisational “mindset” towards one that takes action through the roll out of the Empowerment Series



Identify and promote women by actively connecting them through networking, mentoring and coaching schemes



Inspire, educate and empower through exposure to leading industry speakers and training programmes



Continue to create awareness of current gender equality issues within the industry by providing a platform for thought leaders to connect and discuss topics that impact gender inequality within construction



This pro-active approach aims to address and combat the barriers that the women in our business and the wider construction industry are faced with.

Our 2022- 2023 Goals include the following four key areas for improvement:

GOAL 1

To create a platform for empowerment and educational opportunities

GOAL 2

Promote women in the industry by working with, supporting, and championing external organisations

GOAL 3

Review statistical data to help set Network objectives and address any imbalance

GOAL 4

Assist with existing business initiatives with a focus on improvements for Women, including guidelines

Initiatives that are being implemented this year include:

- Addressing Unconscious Bias #breakthebias
- Implementing Reverse Mentoring Pilot
- Producing an Empowerment Podcast Series with Industry Leaders
- Creating Women’s Health Education and Assessment Partnerships
- Arranging Empowerment and Networking Events
- Promoting Leadership and Empowerment Training Programmes
- Arranging Financial Literacy and Planning Empowerment Events
- Launching the Returners Programme for 2022/23

3. Multiplex Flex

Multiplex 'Flex' prioritises attracting and retaining female talent and reducing our gender pay gap.

Following the trialling of flexible working on some of our live construction sites in 2021 we adopted a companywide flexible working programme, 'Flex', as part of our efforts to increase the number, and influence of women working across our business. 'Flex' is designed to address structurally related issues linked to gender equity, improving health and wellbeing as well as driving improved overall performance and productivity.

Key findings from the 'Flex' pilots that led us to roll out the programme across our business were:

- A significant improvement in work life balance, helping to tackle construction's long hour culture.
- A redistribution of care responsibilities within households, as more men were able to support their partners with school runs, pickups, and evening chores.

- Less stress and burnout.
- Increased trust, as more people working flexibly normalises flexible working practices.
- No negative impact on project programme, productivity, or budgets, as well as improving Multiplex's ability to meet client needs.

'Flex' is aimed at helping to shift the cultural dial of the construction industry, and it introduced a wide range of flexible options into day-to-day working for our workforce. The options include flexitime, early Friday finishes, weekend time off in lieu, teleworking and 4-day weeks, in addition to remote working.

We believe the implementation of 'Flex' will accelerate change towards a hybrid workforce, as well as improving our management and leadership capabilities. It will create an inclusive culture, which will in turn help Multiplex attract and retain female employees and increase their representation in on-site and senior leadership roles. 'Flex' creates a win-win situation.



4. Women's Health Guidelines

We are improving the experiences of women within our business and supply chain by creating meaningful guidance so that women and their partners are supported when it comes to health issues that they may face.

Creating an inclusive working environment for our employees at all stages of their working lives, where staff can ask for support without judgement, is part of the Multiplex way of life. The Women's Health Guidelines aim to support employees who are affected in any way by female health issues, and educate the wider team to foster respect, openness and understanding.

The UK Women's Network are working to facilitate educational workshops on reproductive health and the offering of female health assessments and consultations to improve the day-to-day and longer-term wellbeing of our workforce.

Some of the female health related issues included in our guidelines are:

- Menstrual period and pre-menstrual syndrome (PMS)
- In vitro fertilisation and surrogacy
- Miscarriage and Stillbirth
- Breastfeeding
- Menopause

We are committed to supporting employees who are affected in any way by female health issues and to support and inform managers so that employees reporting female health related issues are treated fairly and given appropriate support.

5. Returners Programme

There are many people that pause their career for a variety of reasons, however we know that women unfortunately disproportionately leave the construction industry for caring responsibilities, and it is for that reason so many women find it hard to balance a career in construction with these other responsibilities.

Our Returners Programme will be a supported return-to-work for a cohort of individuals who have been out of the industry for an extended period of time. This will provide us access to a new talent pool who already hold a wealth of experience and are eager to get back into their primary career. This will be a mutually beneficial scheme – our hope is that by creating these opportunities we will increase female representation at the mid-to-senior level – one of the areas we have identified as a target area for reducing our gender pay gap.



Gender pay gap figures

Explaining the calculations

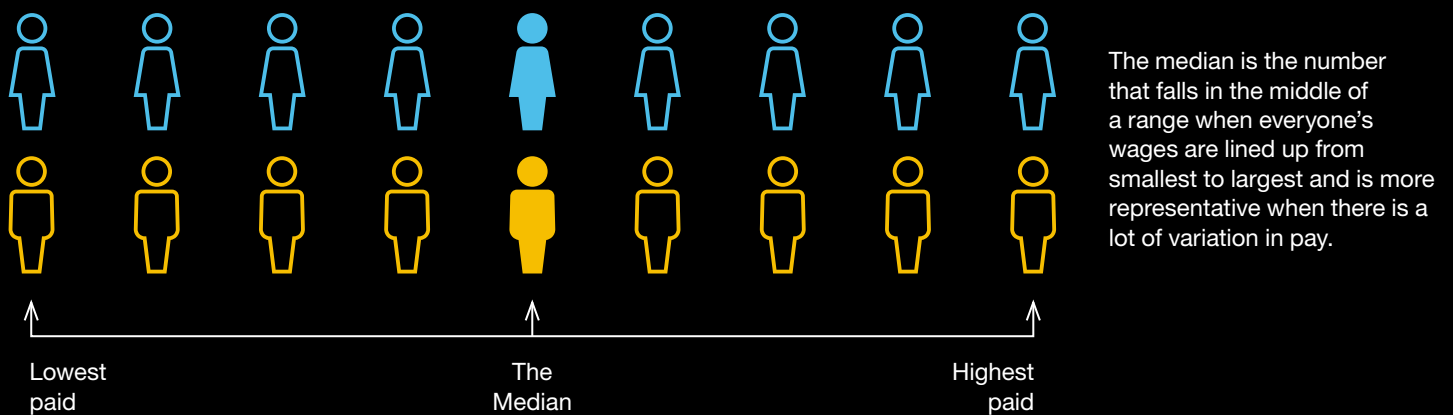
The gender pay gap calculations are used to show the difference in the average hourly pay between women and men in our company, shown as a percentage of the average male earnings.

This figure is not to be confused with equal pay – which is the legal requirement to pay men and women the same for equal work. The figures below show the median and mean gender pay and bonus gaps as at the snapshot date of 5th April 2021 for Multiplex Construction Europe Limited.

Mean Calculation



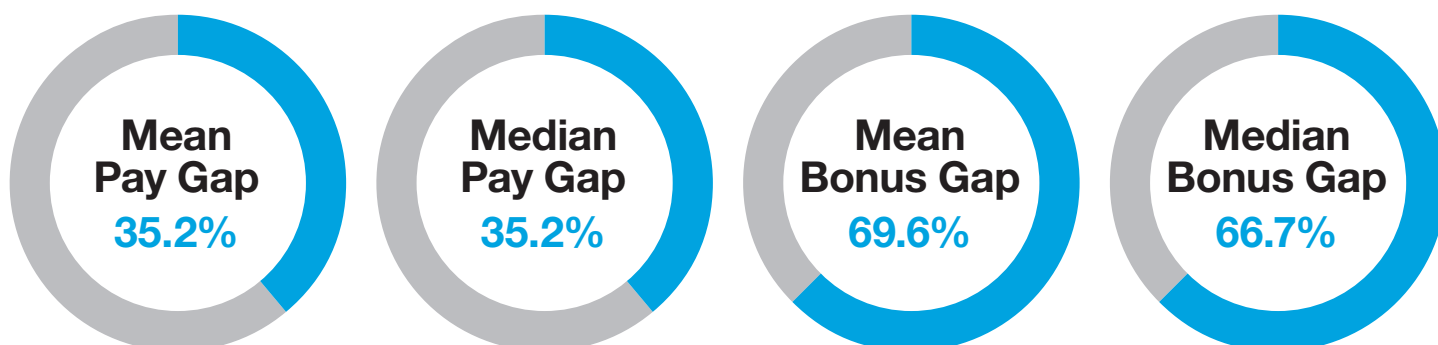
Median Calculation



Mandatory Reporting Figures

An overall summary of the mandatory gender pay gap calculations for Multiplex Construction Europe Limited only are provided below:

Mandatory reporting 2021



	Additional Scenario 2020 (excl. furlough)	Mandatory reporting 2020	% Change (excl furlough)
Mean Pay Gap	38.9%	23.1%	-3.7%
Median Pay Gap	40.8%	28.0%	-5.6%
Mean Bonus Gap	62.6%	62.6%	7.0%
Median Bonus Gap	50.0%	50.0%	16.7%

The legal snapshot date for reporting our annual gender pay gap figures is April 5. This means all calculations are based on the number of staff on full pay a company has employed on that date. However, due to the global Covid-19 pandemic, on April 5, 2020, the majority of our staff were impacted by furlough or were working reduced hours, meaning that the data was not representative and gave a false impression of where we were as a company.

Whilst we reported our mandatory calculations, we also calculated another “non-furlough” scenario based on what our workforce numbers would have been without the Covid-19 pandemic, which we worked with PricewaterhouseCoopers (PwC) to produce.

Our objective in creating this second set of figures with PwC was to create a more accurate snapshot of our gender pay gap, which will serve as a more useful benchmark for understanding our workforce and measuring our progress.

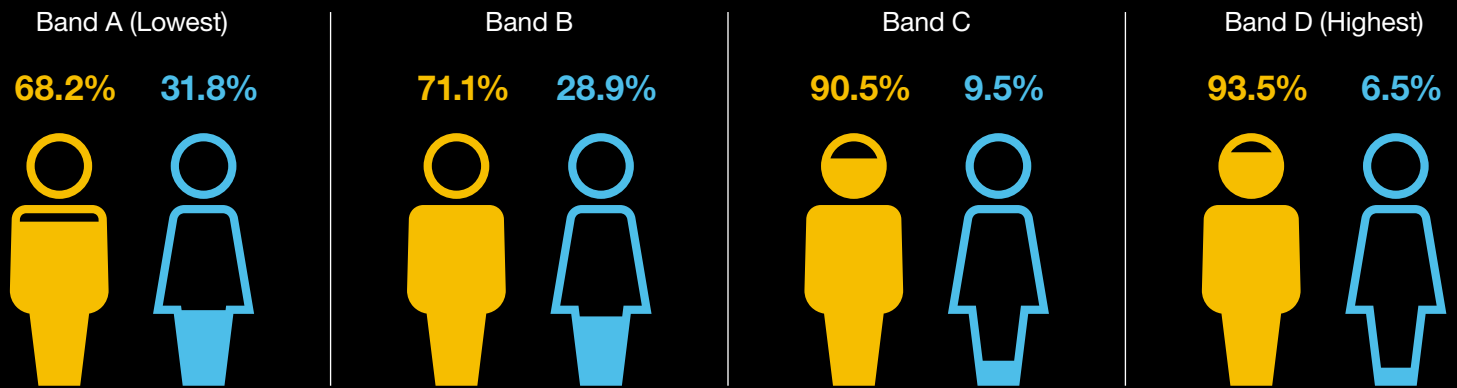
Using that additional scenario as the benchmark, we are pleased to share that our Gender Pay Gap has decreased by mean 3.7% (median 5.6%).

When reporting, we also look at the proportion of male and female employees in each of the pay quartiles. Using the same “non-furlough” scenario as a reference point, we can see that the proportion of women in the lowest Band A has decreased by 11% whilst the proportion in the top Band D has increased by 1.1%

Mandatory Reporting Figures

The figures below shows the proportion of male and female employees in each quartile.

Mandatory reporting 2021



	Male		Female		% Change (excl furlough)
	Additional Scenario 2020 (excl. furlough)	Mandatory reporting 2020	Additional Scenario 2020 (excl. furlough)	Mandatory reporting 2020	
Band A (Lowest)	57.2%	23.5%	42.8%	76.5%	-11.0%
Band B	77.0%	23.5%	23.0%	76.5%	5.9%
Band C	89.6%	47.1%	10.4%	52.9%	-0.9%
Band D (Highest)	94.6%	47.1%	5.4%	52.9%	1.1%

When we look at our gender pay gap, we are acutely aware that the gap is driven by a lack of women in senior roles. Whilst we are increasing the overall female headcount we are still falling behind when it comes to the senior level appointments.

At this current time in March 2022, our workforce is made up of 21% females. Of those females 20% are in management level positions compared with 44% of men. Overall, women make up 4.25% of all management.



Afterword from Chair of the Multiplex Women's Network, Sarah Meehan

The construction industry still needs to change.

We know the construction industry and Multiplex itself must progress in terms of female representation. The Women's Network is central to creating opportunities and addressing the barriers that women in construction face. Our approach aims to identify existing gaps, particularly female representation within senior and leadership positions, and implement the change that is required to close the gap. We aim to positively impact and influence others, to spearhead change within the industry.

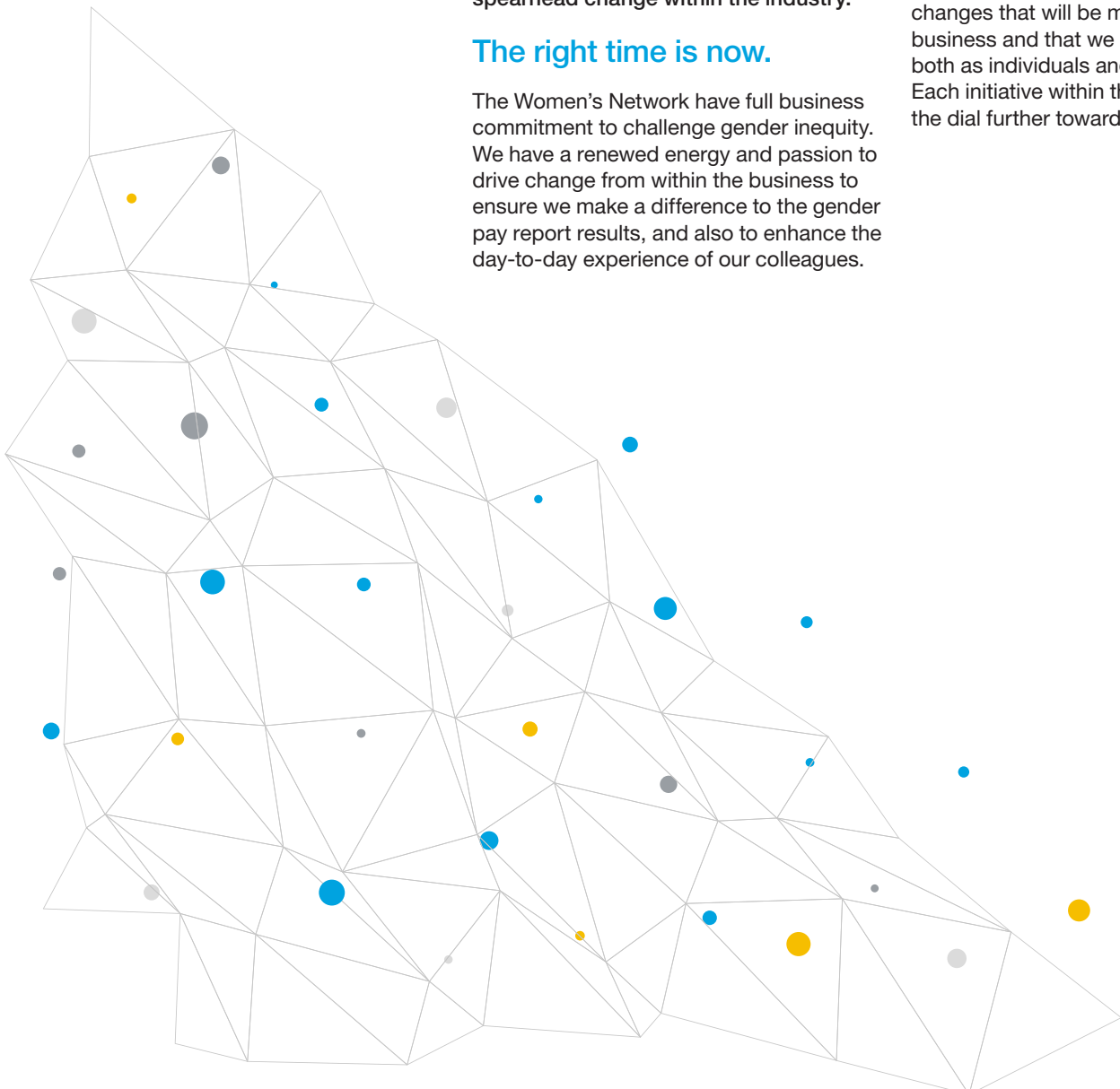
The right time is now.

The Women's Network have full business commitment to challenge gender inequality. We have a renewed energy and passion to drive change from within the business to ensure we make a difference to the gender pay report results, and also to enhance the day-to-day experience of our colleagues.

This is the right time to re-energise and re-prioritise the agenda of gender inequality and gain momentum to create a long lasting, transformational impact.

The Network is creating role models for the business, especially for those who are starting their careers. We are involving everyone, from our graduates to our leadership team, to help support and empower each other.

We have people that want to make changes that will be milestones for the business and that we can be proud of, both as individuals and as a collective. Each initiative within this report will move the dial further towards gender equality.



“At Multiplex, we realise the importance of empowering not only women at Multiplex but our allies and supporters, the people who support you when you are not in the room.

We realise the UK Women’s Network cannot be the only entity driving the agenda for women - it is the **collective responsibility** of everyone within our business.

The UK Women’s Network aim is to **empower and support** our employees to progress within **leadership roles, create connections** within the industry and be provided with a platform to have a voice.”

Sarah Meehan

Chair of the Multiplex Women’s Network



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