

MULTIPLEX

2023

UK Gender Pay Gap Report



Foreword from our Managing Director, Callum Tuckett

At Multiplex, one of our goals is to be a company that people want to work with and for. Our focus is on continuing to improve and we genuinely respect, include, and look after our people and those around us, empowering and supporting them to thrive.

We are committed to continuously enhancing our inclusive culture, giving everyone the opportunity to succeed irrespective of gender, race, religion, disability, age, sexual orientation or any other reason. We ensure that no one is discriminated against, either directly or indirectly, in recruitment, training, career development, promotion or any other aspect of employment.

Closing the gender pay gap is a guiding principle at Multiplex. We are constantly re-evaluating the way we work, creating an equitable environment is a critical focus.

We know that the gender pay gap is an issue that persists in the construction industry. We know that women should be better represented at all levels in our business,

particularly in middle management and senior roles, where the gap is still most obvious. We know that we're responsible for doing something about it – and we are.

Our latest report is based on data from April 2023, which shows that 22.9% of our employees are female, which represents an increase of 2% from last year. We have seen progress in decreasing the mean pay gap, reducing the gap by 3.8% from 2022, and we are also at a rate lower than 2021. These figures demonstrate our commitment to supporting the progression of women at Multiplex. We remain committed to closing our gender pay gap, and continuously reassess our processes and initiatives to meet that responsibility.

Steps we are taking to make Multiplex more equitable:



Multiplex Flex

Continuing with Multiplex flex, our flexible working model that aims to support a productive work-life balance, support employees who have caring responsibilities, and to attract top talent. Results from our 2023 employee survey showed that the majority of staff felt we were a flexible employer, benefiting both the company and our people.



Career Development

We have a number of career development initiatives for women in our organisation including investing in women through the 'Mentoring Circle', a 12-month sponsored development programme for female professionals working in the built environment.



UK Women's Network

Continuing the work of our UK Women's Network to support leadership, drive initiatives to attract and retain female talent, and enhance development opportunities for female staff.



Local Outreach

Early intervention through local outreach across our projects and graduate scheme, continuing to encourage more women to consider careers in construction.



Family Friendly Policies

Strengthening our industry leading Family Friendly policies through a support framework to improve the workplace experience.



“At Multiplex, we’re proud of our workplace culture but we recognise the need for continual improvement. Together, we create an environment where people are recognised for their talent and work ethic, and are encouraged to be the best version of themselves. Empowering our people to voice their ideas and use their initiative allows us to push boundaries, innovate, and make better decisions as a company. We know systemic change is urgently needed in our industry, and our focus is on making Multiplex an attractive employer to all.”



Callum Tuckett
Managing Director, UK



Gender Pay Gap at Multiplex

Explaining the calculations

A gender pay gap occurs when there is disproportionate representation of men and women at different levels within a company. It is not the same as equal pay.

Equal pay is exactly that – paying men and women who carry out the same or similar jobs, or work of equal value, the same wage. This is a baseline legal requirement and should not be confused with the gender pay gap.

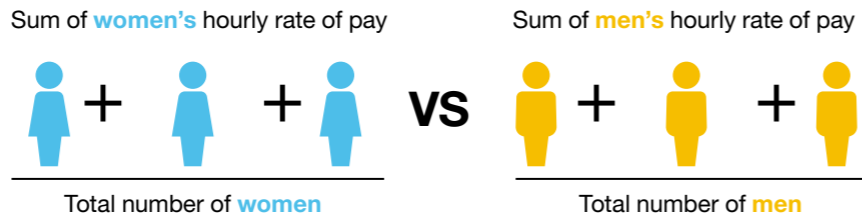
Our gender pay gap calculations illustrate the difference in the average hourly pay between women and men in our company, shown as a percentage of the average male earnings.

Organisations which employ more than 250 staff are required, by law, to report on the following gender pay statistics:

- The % difference in mean and median hourly pay figures
- The proportion of males and females in each pay quartile
- The % difference in mean and median bonus payment figures
- The proportion of males and females receiving a bonus payment

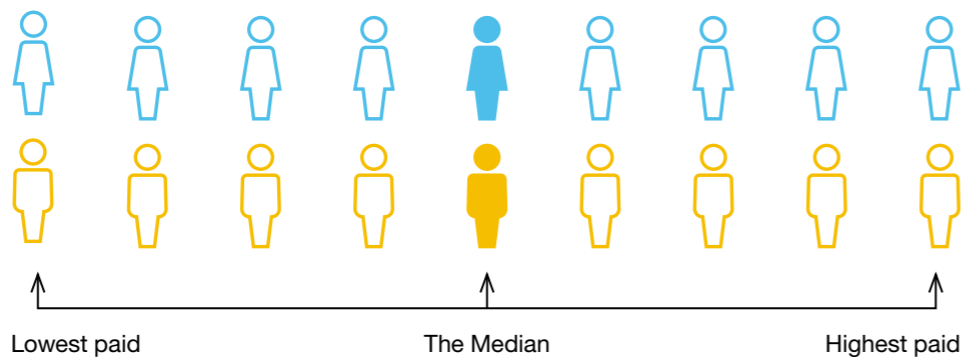
Mean Calculations

The mean is calculated by adding up all of the wages of employees in a company and dividing that figure by the number of employees. This means the final figure can be skewed by a small number of highly paid individuals.



Median Calculations

The median is the number that falls in the middle of a range when everyone's wages are lined up from smallest to largest and is more representative when there is a lot of variation in pay.



The figures below show our median and mean gender pay and bonus gaps for the period of April 2022, for Multiplex Construction Europe Limited.

	Mandatory Reporting		
	2023	2022	2021
Total population	729	767	833
Relevant employees	729	767	825
Full pay relevant employees	703	745	803

- There is a reduction in headcount from 2021 to 2023, this is due to project completions and more focused efficiency.
- In 2023, 59.8% of our new starters were male, while 40.2% were female. This representation is above industry average.
- Attracting and retaining women in the construction industry is a long-term commitment that we are dedicated to and enthusiastic about.
- In 2023 40.2% of promotions at Multiplex were earned by women.
- We recognise that our graduate cohorts will not significantly impact the gender pay gap due to numbers. Nevertheless, we understand the importance of a diverse and inclusive intake, and in our programme we consistently prioritise this. In 2023, c50% of our new graduates were female.

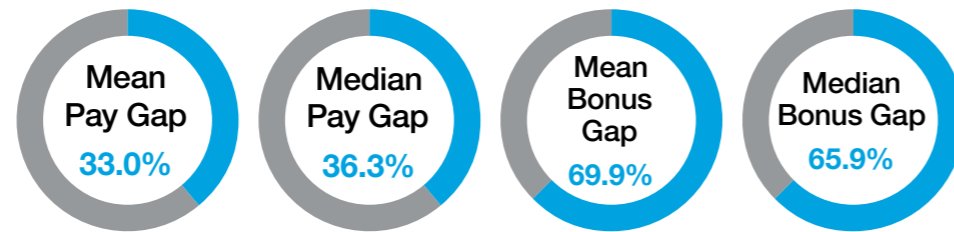


Mandatory Reporting Figures

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

	% change from 2022 to 2023	Mandatory reporting 2023	Mandatory reporting 2022
Mean Pay Gap	-3.8%	33.0%	36.8%
Median Pay Gap	-0.1%	36.3%	36.4%
Mean Bonus Gap	+1.7%	69.9%	68.2%
Median Bonus Gap	-1.0%	65.9%	66.9%

Mandatory Reporting 2023

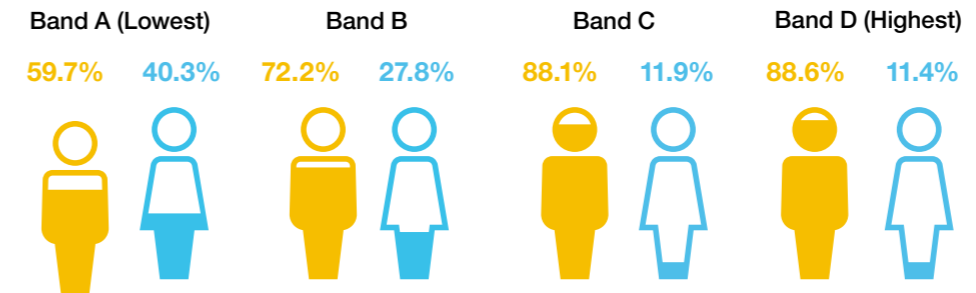


	% change from 2022 to 2023	Mandatory reporting 2023	Mandatory reporting 2022	Mandatory reporting 2021
The proportion of males receiving a bonus payment	-3.6%	90.8%	94.4%	93.9%
The proportion of females receiving a bonus payment	-0.8%	91.9%	92.7%	95.1%

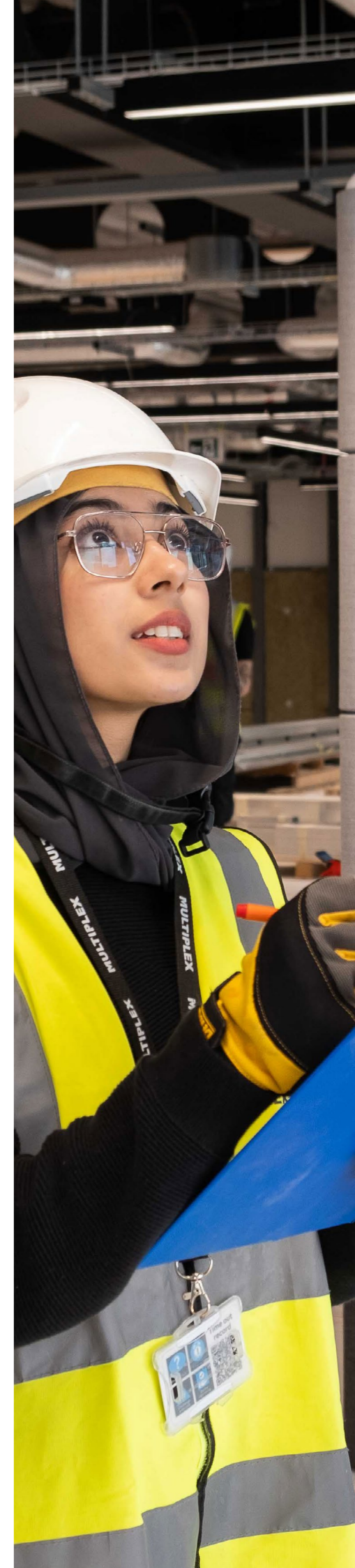
We see progress in decreasing the mean pay gap. We have reduced the gap by 3.8% from 2022, and we are also at a rate lower than 2021.

	Male			Female		
	Mandatory reporting 2023	Mandatory reporting 2022	% Change	Mandatory reporting 2023	Mandatory reporting 2022	% Change
Band A (Lowest)	59.7%	60.7%	-1.0%	40.3%	39.3%	+1.0%
Band B	72.2%	72.8%	-0.6%	27.8%	27.2%	+0.6%
Band C	88.1%	88.2%	-0.1%	11.9%	11.8%	+0.1%
Band D (Highest)	88.6%	94.6%	-6.0%	11.4%	5.4%	+6.0%

Mandatory Reporting 2023



- The bandings work from A through to D and divide the workforce into quartiles according to salary, with A being the lowest paid quartile and D being the highest paid.
- Historically, STEM careers were considered 'male' pursuits, and this contributes to the imbalance in representation, especially in overall headcount in band D as this illustrates the industry as it was.
- That said, we are seeing positive change in the band D bracket, with a 6% reduction in the representation gap.
- As more women enter the industry we can see an increase in female representation in band A.
- The number of female new starters into band A account for more than half of all female new starters.
- Band A accounts for a high proportion of corporate roles which are occupied by a large percentage of our female workforce.



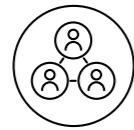
Actions addressing the gender pay gap:

To achieve these targets, we will:



Career Pathway Clarity

Create clarity for our people around our career pathways and opportunities to progress. In addition to our usual pay review cycle, we will closely review our female talent throughout the year to guarantee parity from day one.



UK Women's Network

Support our Women's Network group, allowing them the freedom to formulate and drive forward ideas and initiatives.



Flexible Working

Promote our flexible working for all staff and our generous parental leave benefits.



Career Development

Continue with career development initiatives, with a focus on management and leadership development as well as mentoring opportunities for women. In 2023, a number of women attended our management essential training programme to support them in becoming our future leaders. We also run a high potential programme where a higher percentage of women have met the criteria to participate.

There is still a long way to go, and we are driving change across our business to ensure that we support the women who work for us to become leaders of the future.



Our UK Women's Network

Multiplex is committed to creating a fair and equitable high-performing workplace with an inclusive culture, where everyone has the freedom and opportunities they need to succeed.

In 2020, we established the first Multiplex UK Women's Network (UKWN) as part of our UK social equity strategy; aiming to foster a more inclusive workplace for women in our business, supporting UK leadership in understanding the current challenges, driving initiatives to attract and retain female talent and enhancing development opportunities for female staff.

The UKWN has led and supported significant changes in Multiplex, winning the Women's Network of the Year award at the 2023 London Construction Awards.



Some noteworthy achievements include:

- Creating "The Good, The Bad and The Built Environment" podcast to share stories and insight from prominent female leaders and male allies in the built environment industry (incl Multiplex employees).
- Delivering a series of expert-led educational workshops on Women's Health.
- Creating a Reverse Mentoring Pilot scheme for the women of Multiplex and Senior Leadership Team.
- Hosting multiple networking events with guest speakers to share knowledge, connect and empower.
- Partnering with Mentoring Circle, as a lead sponsor, securing a number of Multiplex placements per year as mentees on this female-led, industry-leading, 12-month development programme.

The current UK Women's network strategy is guided by three principles; *listening and empowering, exposure and recognition, and career progression opportunities.*

Kicking off their tenure, a Women's Perceptions of Growth and Career Opportunities Survey was conducted to collect data and honest feedback from female colleagues. This has identified what we are doing well and improvement opportunities, which has been discussed with senior leadership to start to take meaningful actions.

Multiplex 'Flex' - enabling work life balance

We offer Multiplex Flex as an informal range of solutions designed to fit around an operational work environment, improving work life balance, reducing stress, fatigue, and burnout, as well as supporting women and parents.

For Multiplex, flexible working means utilising innovative work practices to enable our employees and leaders to develop solutions regarding the hours (when), locations (where) and manner (how) in which we work to better meet individual, team and business needs. Flexibility is for all members of the team and all employees are given the opportunity to discuss their needs.

Our latest Employee Experience survey results showed that 85% of staff felt that working at Multiplex allowed them the flexibility to meet their work, family and personal commitments.

We believe that Multiplex Flex creates an inclusive culture, resulting in the attraction and retention of female employees, and increase representation onsite and in senior leadership roles.

Menopause and Women's Health Guidelines

We aim to improve the experiences of women within our business by creating meaningful guidance and raising awareness for all staff, so that women and their partners are supported.

Creating an inclusive working environment for our employees at all stages of their working lives, where staff can ask for support without judgement, is a fundamental principle at Multiplex. We introduced menopause guidelines in 2023 to recognise and support women at all stages of the careers. Our Women's Health Guidelines aim to support employees who are affected in any way by female health matters, and educate the wider team to foster respect, openness and understanding. This includes managers, who are responsible for maintaining a supportive environment which enables women to succeed.

Family Friendly Benefits

Multiplex is committed to supporting working parents to balance their work and family commitments whilst having a fulfilling and rewarding career.

Our policies and practices are inclusive of all family situations and provide employees with choices when it comes to caring for their families. We are sector leading with an enhanced offering for maternity or adoption leave and company enhanced shared parental leave pay.



Afterword from HR Director, Sara Jackson

As a modern company, supporting women to develop and progress in their careers is at the forefront of our operations. It's a driving factor.

At Multiplex, our people are our biggest asset. They are the foundation of our success and we will continue to inspire and empower them by investing in training, promoting teamwork and providing strong leadership. We have implemented meaningful actions to support our female staff, creating opportunities and showing them that they can build a great career at Multiplex.

Our top priority is to create an inclusive workplace in which our people can flourish. Our gender pay gap report illustrates that, although we're moving in the right direction, there is still work to be done. Like the rest of the industry, women are still underrepresented in the Multiplex workforce. Each year we seek to level that, by encouraging women to start their careers with us, and by taking measures to support and encourage them when they do.

We remain committed to doing more to understand the reasons for our gender pay gap, and how we can better support female employees to progress to senior and higher paying roles.

We know that workplace gender equality is achieved when people can access and enjoy the same rewards, resources and opportunities. Therefore, our Global People Strategy, and Diversity & Inclusion and Talent Management teams ensure that this is the standard at Multiplex. We're also working towards achieving balanced representation for different groups of people in roles at all levels across the company, because everyone deserves an equal opportunity to succeed.

"Our future depends on fostering a genuinely diverse and inclusive workforce. This is not just about gender, it is about tackling diversity in our industry as a whole. Equality of opportunity and representation in the workforce is pivotal to progress, and it's the only way to run a truly modern company."



Sara Jackson
HR Director, UK

We look forward to driving positive change and empowering everyone to succeed in our business. At Multiplex, we're One Team, and we want everyone to feel that."



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