

MULTIPLEX

2025

Gender Pay Gap and Progress Report



Foreword from our Managing Director, Callum Tuckett

Gender equality is achieved when people can access and enjoy the same rewards, resources, and opportunities at work, regardless of their gender. One of the ways we strive to achieve this is through our commitment to pay equity and transparency.

At Multiplex, we conduct regular gender pay equity reviews and have robust processes in place to ensure equal pay for equal work across all genders. While we've made meaningful progress, we recognise that there is still work to be done to close our gender pay gap. We understand the drivers influencing this gap, such as having more males in senior roles, and we are actively addressing them through targeted initiatives that support career progression, inclusive leadership, and equitable access to opportunity.

Looking ahead, we remain committed to embedding equity into every aspect of our business. We are now tracking ethnicity data and, from 2026, will put these insights into action to better understand representation and drive progress across all dimensions of diversity and inclusion.

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We know that lasting change takes time, but we are confident that by continuing to challenge barriers and champion inclusive practices, we will build a workplace where everyone can thrive.



Callum Tuckett
Managing Director, UK



There are Different Types of Gender Pay Gaps:



Like-for-like Gender Pay Gap

The difference in pay between two people for work of equal or comparable value (e.g. comparing two Contracts Administrators).



Organisation-wide Gender Pay Gap

The difference between the average pay of women and men across the whole organisation.

How does Multiplex tackle the Gender Pay Gap?



Type of Job and Industry

The construction industry traditionally attracts a disproportionately low number of women into project-based roles. This remains a key barrier to improving our organisation-wide gender pay gap, as the lower representation of women, particularly in senior roles, contributes to a comparatively lower average pay.

- Our Graduate Programme is one of the most comprehensive in the construction industry, consistently attracting exceptional talent from leading universities. We have a strong track record of developing well-rounded graduates who become technical experts and the future leaders of our business. By actively promoting gender diversity within our graduate intake and supporting equitable development opportunities, the programme plays a vital role in addressing the gender pay gap, ensuring that women have equal access to high-potential career pathways from the very start of their journey with us.
- Our UK Apprenticeship Programme is a five-year rotational scheme designed to build a skilled and future-ready workforce. It provides apprentices with hands-on training across multiple disciplines, fostering a comprehensive understanding of business operations while addressing current and future skill gaps. By actively encouraging diverse participation, including increasing access for women in traditionally male-dominated roles, the programme supports equitable career development from the ground up.
- Working alongside industry bodies such as The Construction Industry Training Board (CITB) to create real change, particularly in the areas that have been identified as barriers for women, such as flexible working hours, and the culture of the industry.
- We are proud to continue our support of The Circle Partnership, an organisation that raises awareness of issues relating to gender diversity, mid-level talent retention and gender balance at senior leadership level in the construction industry. The partnership provides five of our female employees with a 12-month career development programme. We also set a 30% participation target for women in all learning programs, building the foundation for stronger female representation in leadership roles.



Family and Care Responsibilities

Research shows that caring responsibilities fall disproportionately on women, often resulting in unpaid care, part-time work, and career breaks. At Multiplex, we are committed to supporting working parents and carers to balance their work and family commitments, allowing them to have a fulfilling and rewarding career while being present for their families. Our policies and practices are inclusive of a broad range of family situations and provide employees with choices when it comes to caring for their families.

We offer:

- A market-leading maternity or adoption leave policy of 39 weeks fully paid leave and 13 weeks unpaid leave.
- A company-enhanced shared parental leave pay.
- A commitment to conduct remuneration reviews during parental leave and have ongoing conversations about career development.
- Various and tailored options for employees to stay connected whilst on parental leave in a way that feels right for them.
- Resources to support pregnant employees and employees planning to take maternity or shared parental leave, including an Employee and Managers Toolkit.

We will continue to strengthen our industry-leading parental leave policies, by providing options for employees to help balance the caregiving responsibilities and career interruptions that disproportionately affect women.

We will continue to build on Multiplex Flex, our flexible working model that aims to support a productive work-life balance and support employees who have caring responsibilities. Flex creates an inclusive culture, which will in turn help us to attract and retain female employees and increase their representation onsite and in senior leadership roles.




Gender Bias


We know that unconscious and conscious bias, discrimination in hiring, promotions, and pay decisions can affect women's career advancement opportunities, and in turn can negatively impact the gender pay gap.


We are committed to:


- Conducting regular gender pay equity analysis on remuneration and bonus incentive plans.
- Facilitating discussions on the Gender Pay Gap with Senior Leaders to continue to build awareness and education.
- Supporting our Women's Networks to achieve their strategic goals by fostering connection and amplifying women's voices.
- Providing learning programs focused on reducing bias and enhancing inclusion.
- Ensuring a gender balance across all learning and career development opportunities.
- Enhancing our processes to focus on fair and inclusive recruitment, including updating language in our job advertisements and positions descriptions, and refining interview resources and selection methods.


Closing the Gender Pay Gap - Key Initiatives


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Remaining committed to achieving gender balance in our graduate and our apprentice intake, striving for equal representation of male and female graduates.
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Continuing to advance our career development initiatives, with a strong focus on female participation in management and leadership training, as well as mentoring opportunities for women – aimed at increasing representation in leadership roles and accelerating progress toward closing the gender pay gap.
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Continuing to develop and embed Multiplex flex, our flexible working model that aims to support a productive work-life balance, support employees with caring responsibilities.
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Supporting our Women's Network group, providing a platform to formulate and drive forward ideas and initiatives.
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Embedding our industry-leading parental leave policies across the organisation, ensuring all parents are supported in balancing work and caregiving responsibilities.
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Partnering with The Circle Partnership as a lead sponsor, securing a number of Multiplex placements per year as mentees on this female-led, industry-leading, 12-month development programme.

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 conflated with the gender pay gap.

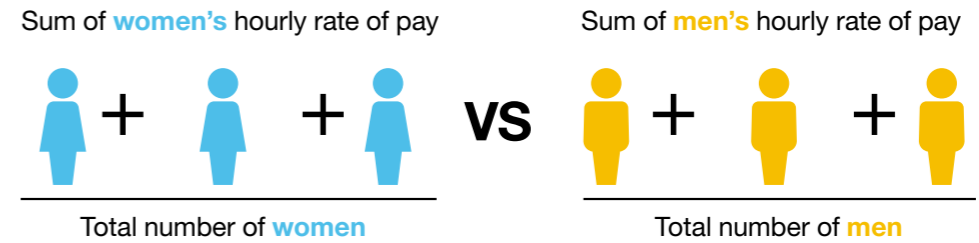
Our gender pay gap calculations illustrate the difference in the average hourly pay between women and men in our company, shown as a percentage of the average male earnings.

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

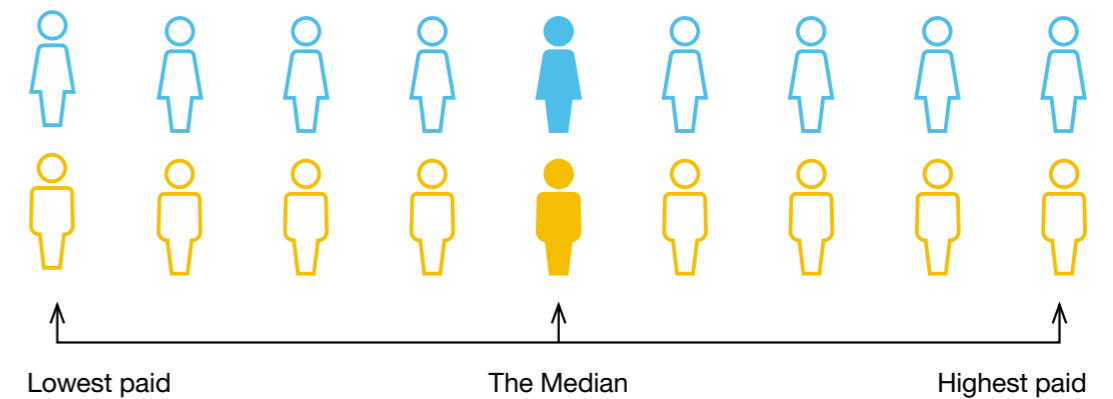
Mean Calculations

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 2025, for Multiplex Construction Europe Limited.

	Mandatory Reporting				
	2025	2024	2023	2022	2021
Total population	820	730	729	767	833
Relevant employees	820	730	729	767	825
Full pay relevant employees	792	712	703	745	803



Mandatory Reporting Figures

Since 2020 our Median GPG and Mean GPG has improved by 21.5% and 23.8% respectively.

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

	% change from 2024 to 2025	Mandatory reporting 2025	Mandatory reporting 2024	Mandatory reporting 2023	Mandatory reporting 2022
Mean Pay Gap	-5.4%	29.7%	35.0%	33.0%	36.8%
Median Pay Gap	-9.1%	32.0%	41.1%	36.3%	36.4%
Mean Bonus Gap	-2.7%	67.5%	70.1%	69.9%	68.2%
Median Bonus Gap	-7.5%	57.8%	65.4%	65.9%	66.9%



We have achieved a reduction in both the mean and median pay gaps, with the mean falling by 5.4% and the median by 9.1% since 2024. These improvements highlight meaningful progress toward achieving greater pay equity across our workforce.

While gaps in the allocation and award of bonus payments remain high, there has been a measurable decrease in both mean and median figures. The reduction in the median bonus gap indicates improved fairness in bonus distribution for employees at the midpoint. However, these figures highlight the need for continued focus on equitable reward practices.

All four metrics have shown year-on-year improvement, reflecting the impact of our ongoing efforts to address gender-based disparities.

Mandatory Reporting 2025

	% change from 2024 to 2025	Mandatory reporting 2025	Mandatory reporting 2024	Mandatory reporting 2023	Mandatory reporting 2022
The proportion of males receiving a bonus payment	0.8%	82.3%	81.5%	90.8%	94.4%
The proportion of females receiving a bonus payment	-3.0%	82.9%	85.9%	91.9%	92.7%

	Male			Female		
	Mandatory reporting 2025	Mandatory reporting 2024	% Change	Mandatory reporting 2025	Mandatory reporting 2024	% Change
Band A (Lowest)	60.6%	54.5%	+6.1%	39.4%	45.5%	-6.1%
Band B	66.2%	69.1%	-2.9%	33.8%	30.9%	+2.9%
Band C	83.3%	88.8%	-5.5%	16.7%	11.2%	+5.5%
Band D (Highest)	90.9%	89.3%	+1.6%	9.1%	10.7%	-1.6%

Closing the gender pay gap remains a top priority for Multiplex. While the progress we have achieved to date reflects our commitment to creating a fair and inclusive workplace, we know there is still work to be done. By continuing to embed equity into our policies, practices, and culture, we will drive lasting change, ensuring gender balance at every level of our business and sending a positive ripple effect into the wider industry.

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