

2017

Gender Pay Gap Report

Published April 2018

Chief Executive Overview

At Multiplex, we are committed to ensuring an inclusive culture where everyone has the freedom and opportunities they need to succeed, irrespective of gender, race, religion, disability, age, or sexual orientation. This approach is key to our continued success because we are determined to attract and retain the best possible talent in our industry. A diverse workforce and an inclusive culture bring benefits to our employees, clients, and subcontractors, which enhances our whole business.

We recognise that there is a significant diversity imbalance within the construction industry, of which gender is part, and this is replicated within our business with a much higher proportion of our employees being male. However, there is also an age factor to consider, as 73% of our female employees are aged below 35 compared with 46% of male employees. This inspires confidence that we are laying the foundations for more women to progress into management and leadership roles in the future.

When we look at the potential diversity of our future talent, another consideration is that currently only 24%* of STEM (science, technology, engineering and mathematics) graduates are female. Within engineering and technology, this figure is even lower, with only 14% of graduates being female, a figure that has not increased in the last three years. This is a key

area the construction industry must focus on to ensure positive change for the future. The construction industry is changing rapidly, and the increasing use of technology such as Advanced Digital Design and IOT (Internet of Things) is broadening our appeal as a potential career path for young people. We must leverage these opportunities to attract more diversity and talent to our industry.

It is, therefore, vitally important that we at Multiplex, and the construction industry as a whole, play our part in educating young people about the career opportunities available within construction. Positively influencing the diversity of graduates undertaking STEM subjects will increase the diversity of the people entering construction, which will benefit both our business and the overall industry.

We are committed to our approach to Equal Pay. This is independent from Gender Pay, as Equal Pay relates to any pay differences between genders that cannot be explained by differences in performance or experience.

The Gender Pay Gap in our business occurs as a result of our current unequal distribution of men and women across the different levels. We recognise that there is still a lot of work to do and are committed to increasing the diversity of our workforce.

We will continue to implement people practices and initiatives that focus on eradicating unconscious bias and support us in attracting and retaining talented people who feel enabled to fulfil their potential with Multiplex.

Improvement within our industry will take time and will require sustained, long-term focus. On behalf of Multiplex, I am passionate about making a positive change.



The data in this report is accurate and provides our gender pay information as at the snapshot date of 5th April 2017 for Multiplex Construction Europe Limited.

A handwritten signature in black ink, appearing to read 'Ashley Muldoon'. The signature is written in a cursive style and is positioned above the printed name.

Ashley Muldoon, Chief Executive Officer

Gender Pay Gap Figures

Gender Pay Gap

The Gender Pay Gap is the difference in the average and median pay and bonuses of men and women.

This is not the same as Equal Pay, which is the actual pay difference between men and women who carry out the same job, a similar job, or work of equal value.

Mean Gender Pay Gap – Pay

This shows the difference between the mean hourly rates of pay that male and female relevant employees receive.

Median Gender Pay Gap – Pay

This shows the difference between the median hourly rates of pay that male and female relevant employees receive.

Mean Gender Pay Gap – Bonus

This shows the difference between the mean bonus pay that male and female relevant employees receive.

Median Gender Pay Gap – Bonus

This shows the difference between the median bonus pay that male and female relevant employees receive.

Proportion of males and females receiving a bonus payment

This shows the proportion of male and female relevant employees who were paid any amount of bonus pay.

Proportion of males and females in each quartile pay band

This shows the proportions of male and female relevant employees in four quartile pay bands, which is calculated by dividing the workforce into four equal parts.

Mean and Median Gap

The table below shows the mean and median gender pay gap based on hourly rates of pay, and the mean and median bonus gender pay gap.

	Mean %	Median %
Hourly fixed pay	43.0	47.2
Bonus paid	68.2	46.5

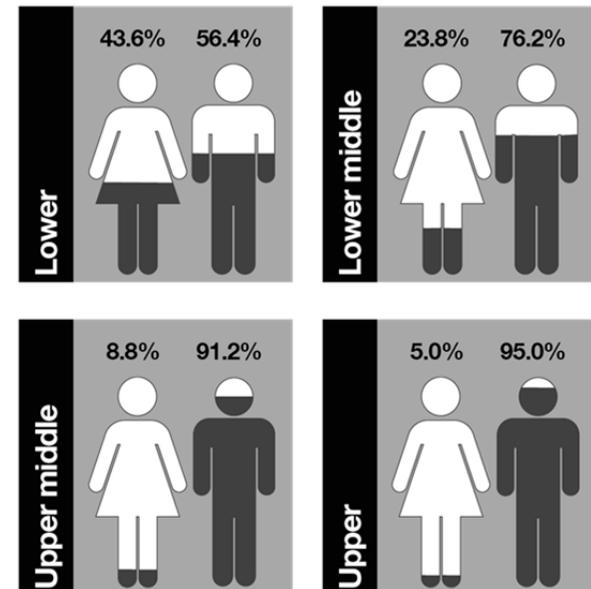
Proportion of Males and Females Receiving a Bonus Payment

Shown below is the proportion of men and women who received a bonus in the 12 months preceding the snapshot date of 5 April 2017.



Pay Quartiles

This shows the proportions of male and female relevant employees in four quartile pay bands.



The figures set out have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

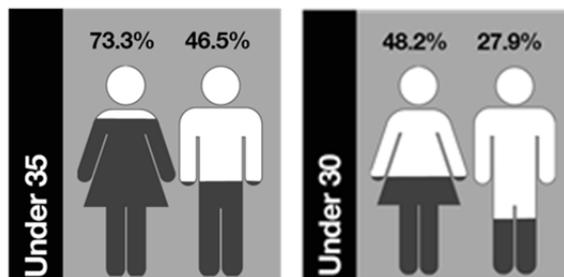
The snapshot date used for the compilation of this report is 5 April 2017 for the legal entity of Multiplex Construction Europe Limited.

How Multiplex is addressing the Gender Pay Gap

Championing Diversity and Inclusion

To champion diversity and inclusion, we have established a Diversity and Inclusion Committee. It has representation from various roles at differing levels across the business to discuss how we can best engage with our people to ensure regular dialogue on this subject. There is appropriate focus on the subject of talent development and diversity.

Taking into account the age factor, we have confidence in the future gender diversity within Multiplex due to the career progression we predict based on the current high numbers of young female employees within the business.



% of total male and total female employees

Women Into Construction

Women Into Construction (WiC) are delighted to partner with Multiplex to raise the profile of women working in the construction industry and increase gender diversity on their sites.

Multiplex has hosted site visits for WiC clients, giving women an opportunity to visit projects and understand the complexities involved. Women also had the opportunity to meet Multiplex supply chain partners and gain work-placements, within both Multiplex and our supply chain, giving them valuable site experience.

Vicki Holmes – BIM Manager

I joined Multiplex just under a year ago after working consultant-side. I was attracted to work here because of the company's progressive nature of thinking and the 'can do' attitude to making digital differences to projects.

The Multiplex reality has lived up to my expectations. I have been given the opportunity to navigate how Multiplex will change digitally throughout the coming years.

I feel supported by the wider management structure. I know that everyone is listened to and the best ideas are acted upon.

"I am proud to work for Multiplex because I am able to solve real life problems – I make a difference to the projects we build."

Nick Fillipou – Design Director



As leaders and decision makers, we need to value different skill sets, approaches and fresh solutions. This will allow us to overcome the different challenges we face and drive our projects and our business to be the best.

In my role in the Diversity and Inclusion Committee, I promote the importance of diversity and inclusion and deliver tangible changes to our business. I am encouraged by Multiplex's desire to explore diversity in the workplace and I am passionate about how we can drive an inclusive working culture by working together.

"I am proud to work for Multiplex because the business empowers me to own my role. In turn, I instil this in my team by allowing members to take responsibility and incorporate their own style in the delivery of their projects."

Building the Future by Engaging with Young Talent

We are committed to educating young people on our industry and career possibilities within it, and we believe that the increasing use of technology in construction will have a positive impact on this.

We regularly engage with education establishments for careers workshops, presentations, site visits, and placements.

Throughout 2016 and 2017 we also introduced an apprentice scheme, year out placements and summer placements for graduates to drive engagement from a future talent perspective.



Caron Dunlop – Head of Community Engagement



Multiplex is delivering a strategic approach to social responsibility and community engagement. This involves encouraging our supply chain to employ local people and new entrants into the sector, recruit apprentices and develop and upskill their workforce.

We run several embedded education and outreach programmes with local schools and community groups, for primary and secondary school pupils. These support their curricular activity and build their confidence, helping to prepare young people for employment.

“I am proud to work for Multiplex because we consistently outperform our clients’ expectations. I enjoy having the ability to support people to change their lives through jobs, training and education.”

Janet Paul – Senior Project Manager



Putting time into young people is extremely important to me. I enjoy challenging them to exceed their own expectations, watching them grow and develop into new roles and take on new projects.

“I am proud to work at Multiplex, as our decision makers are accessible and encourage people to talk about what they want from their role and career.”

Attracting, Developing and Retaining the Best Talent

We recognise the importance of the recruitment and selection processes, and the unconscious bias that can occur within the industry at the recruitment and development stages. We are therefore trialling unconscious bias awareness training with those who are responsible for managing and recruiting people. It is vital that we focus on attracting and encouraging people from diverse backgrounds, and we will continue to review, challenge, and actively encourage shortlists that offer the greatest possible diversity while ensuring we meet our objective of securing the best talent.

During 2018, we have launched Multiplex's first learning management system that will provide us with the platform to ensure our development is transparent and that everyone has the same opportunities. We are also addressing the development needs of our multi-generational and diverse workforce and will be looking for opportunities to move our development into the user generated space.

As well as this, we are actively reviewing and implementing leadership and management development training. This will improve the capability of our leaders and managers and focus on the behaviours that we want them to role model. This will help us build an inclusive culture

and provide the opportunity to share successes from a wide variety of backgrounds to reinforce the value of diversity.

While our family based policies (such as maternity, paternity and parental leave) are already enhanced to demonstrate our commitment to each, we will continue to evolve our working practices to support our employees and help them achieve their full potential while also considering their personal circumstances and commitments.

Sarah Meehan – Design Manager

Since I joined Multiplex I have worked on six different projects, working my way up from a Design Graduate to a Design Manager – I am currently leading a team of eight on Multiplex's biggest project in London. Each project has been a new challenge, be it that bit bigger or more complicated, and I've pushed myself to progress higher on each project – I love to push boundaries!

“I am proud to work for Multiplex because I feel that I have grown alongside the company, having started here so young. I feel pleased to represent the brand when I go to meetings with consultants, clients and the wider project team because of how we deliver our projects.”

Dr Eva Gkenakou PhD MIEMA CEnv Sustainability Director – Construction



I joined Multiplex nine years ago as our first environmental professional in the UK. I have since progressed within the business from Environmental Advisor through to Manager and to my current position as Sustainability Director. I am responsible for sustainability within the UK, where I support and coach a team of sustainability professionals. Our team has achieved a 100% success rate in BREEAM and Code for Sustainable Homes delivery to date. Additionally, I was shortlisted for the Green Leadership award at the Women in Construction Awards 2017.

I have a supportive manager and environment that has not only been flexible and considerate of my needs in starting a family, but also my desire to progress. This has provided me with the right opportunities for professional development.

“I am proud to work at Multiplex as I feel I have been given opportunities to make a positive change to sustainability within the business and also our industry.”

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