



GENDER PAY GAP

2023

A FEW WORDS FROM MARK BEARD, CHAIRMAN

PEOPLE ARE AT THE HEART OF ALL WE DO.

One hundred and thirty years of successful trading underpins our reputation, culture and how we treat each other. We strive to maintain a healthy, content and resilient team, creating an enjoyable working environment and enabling people to be their best selves. We have an open culture and want everyone who works with us to feel respected, empowered and valued.

Our current gender balance and gender pay gap remain high, reflecting the number of men in senior positions in the business and the historic tendency for the construction industry to attract male rather than female employees. We are committed to addressing this as we recognise that new ideas and innovations that a diverse workforce brings are critical to our future and long-term success.

We have made progress in several areas, one of which is a increase in the proportion of women who work in our company, which is now at 15%. We have seen a small increase in the number of women in senior roles which includes the recent appointment of a woman to the main Board of the company.

Our Diversity Steering group is helping shape our strategy and guide our journey to greater gender parity. We will continue to challenge ourselves and expect gradual progress over the coming years as we support female colleagues in promotion to more senior roles.



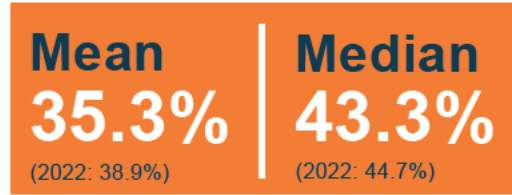
Mark Beard
Chairman

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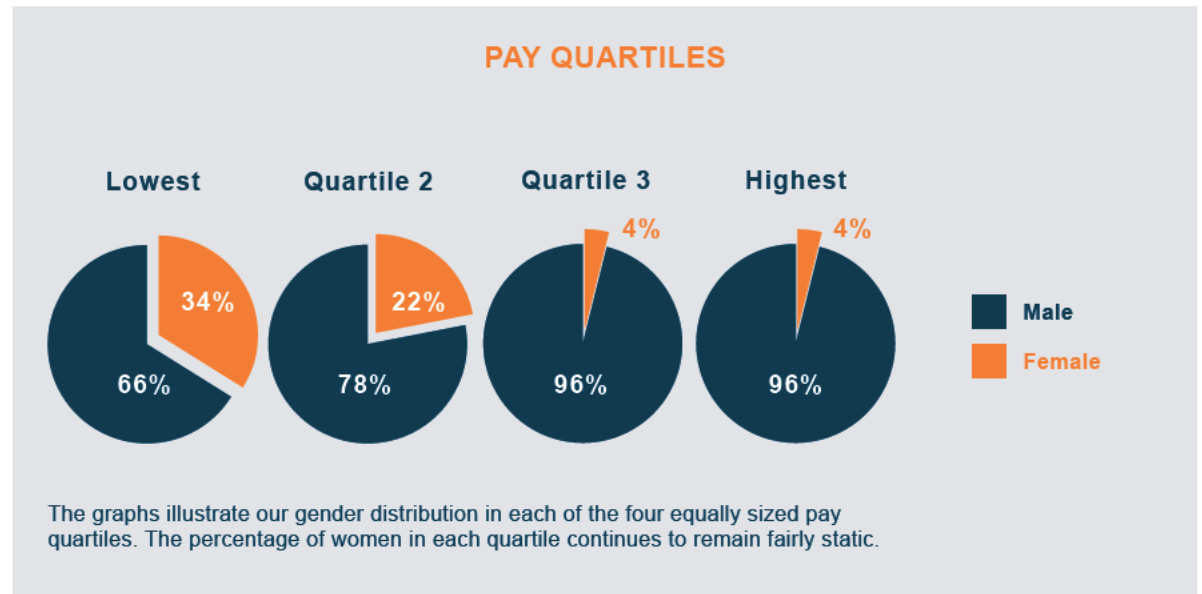
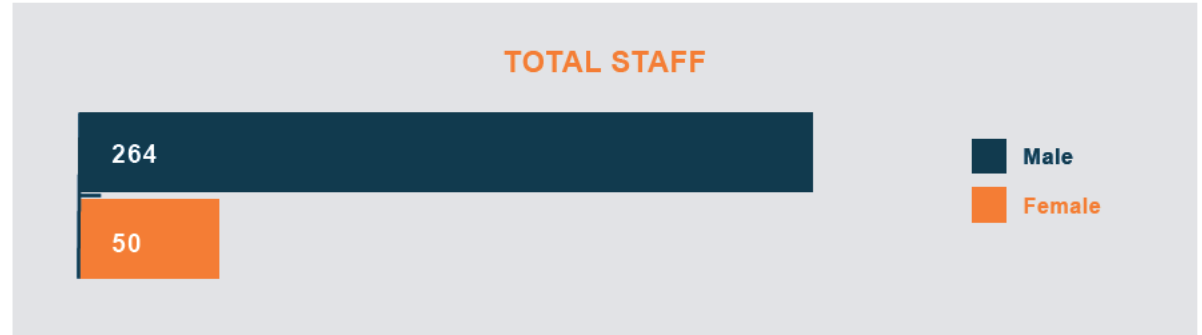
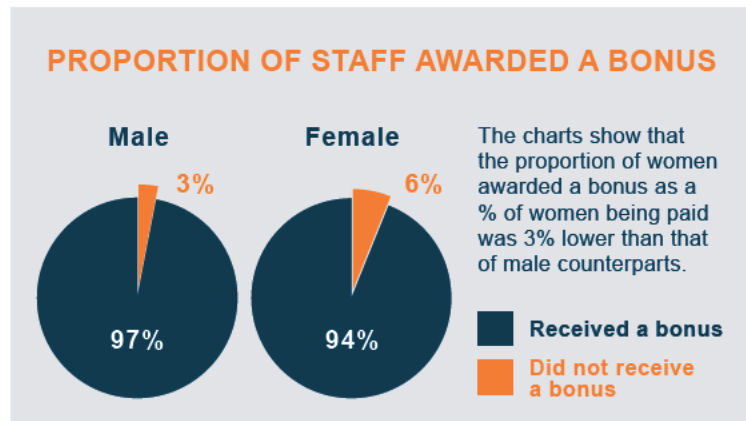
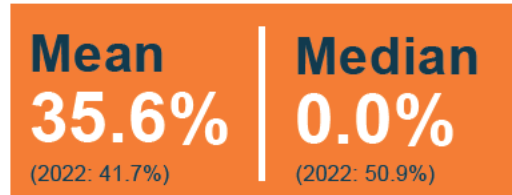


THE RESULTS

Our 2023 median gender pay gap based on our April 2023 data is 43.3%, a slight reduction from 44.7% in the previous year.



Our median bonus gap has decreased to 0% (2022: 50.9%). We paid all employees a cost-of-living bonus during the period. All colleagues received the same amount regardless of their role which is why there is no median bonus gap this year.



Our gender pay gap is due to the role males and females perform within the business and not a result of equal pay issues, as we have a gender-neutral approach to pay across all levels and we regularly monitor this to make sure we meet our legal and moral obligations.



ADDRESSING THE GENDER PAY GAP

We are committed to equal opportunities and fairness throughout our employee journey from recruitment through performance and promotion practices. We are aware it is easy for unconscious bias to occur within the workplace, which we tackle whenever we see it.

Our People Hub, which is made up of representatives across the business fly the flag for people initiatives. We listen to our colleagues and put policies and practices in place which make the working environment better for all employees.

OUR PEOPLE VISION

“Together, we’ll create an exceptional, performance-based work environment where colleagues can be their best selves. Our colleagues will feel empowered and connected, and have the skills, motivation and reward for delivering excellent customer service.”

ADDRESSING THE GENDER PAY GAP

We have implemented a number of initiatives to help promote inclusivity:

- Our new 'Responsible Business Committee' will take a more strategic approach to ensure this conversation is elevated at a Board level
- We have set up a Diversity Steering group, a subgroup of our People Hub, which is helping shape our strategy and guide our journey to greater gender parity
- We have launched our Leadership Development Programme which has a focus on gender parity to ensure we are supporting our female colleagues to develop & progress through the business
- We're aiming for gender parity through our 2024 apprentice intake
- We have enhanced our 'family friendly' policies, addressing maternity, paternity and adoption benefits
- We offer flexible working to encourage a wider variety of working patterns which in turn we hope will increase colleagues from diverse backgrounds
- We encourage all sites and offices to offer free sanitary products
- We continue to support the Supply Chain Sustainability School (SCSS) which provides free training in topics such as fairness, inclusion and respect and we work with our supply chain to help them to improve their own recruitment practices and to raise awareness of the importance of inclusive management
- We have developed bespoke careers boards for our site hoarding showcasing not only the roles in construction, but also the people in our business.
- We have introduced gender specific Personal Protective Equipment



WHERE WE GO FROM HERE

We believe the future success and sustainability of Beard is in part, through having a diverse and inclusive workforce representative of society and the communities within which we work.

We want everyone who works at Beard to feel seen, heard and valued. We believe our Family Values give us a strong foundation and put us in good position to develop initiatives to encourage more women both into our company and into more senior and construction-based roles.

Over the next 12 months we will review our approach to attracting diverse talent, with the intention of further addressing gender inequality within the business.



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We invest in people Gold