



GENDER PAY GAP

2025

THE BEARD WAY

We are proud to be a fourth generation family business with people at the heart of everything we do. Our commitment is to create a workplace where everyone has the opportunity to thrive, develop in their chosen career, and share their knowledge. As part of this commitment, we continue to review our gender pay gap data to ensure we are fostering an inclusive and fair working environment.

Our 2025 Gender Pay Gap Report outlines our results for both the mean and median pay gaps, demonstrating the progress we are making. However, we recognise that women remain underrepresented in many higher paid roles across the construction sector, which continues to be the primary driver of our pay gap. This is a challenge faced widely across our industry, and we acknowledge that meaningful change takes time.

We continue to explore ways to address gender imbalances and ensure that development opportunities are accessible to everyone.

We remain committed to making Beard a great place to work and will continue to take action to reduce our gender pay gap over time. While progress may be gradual, our focus is on driving lasting and meaningful change.

We are confident that we pay our people based on their skills and experience for the roles they undertake.



Mark Beard
Chairman



THE RESULTS

GROSS HOURLY PAY

Our gender pay gap analysis for 2025 shows a slight widening across men and women in both mean and median compared to last year.

	Mean	Median
2025	38.8%	44.9%
2024	33.5%	42.6%

A higher number of junior roles were advertised and filled during the reporting period, with a greater proportion of successful candidates being women. These roles naturally fall into the lower pay quartiles and therefore influence the overall gap.

A higher percentage of women joined the business compared with the previous reporting year, increasing overall representation but initially within earlier career roles, which impacts mean and median pay calculations.

BONUS PAY (difference)

Our analysis of bonus payments highlights an increase in the gender bonus gap in 2025. With 12% fewer women being paid a bonus compared to male colleagues.

The mean bonus pay gap has increased slightly in comparison to 2024 indicating that, on average men continue to receive higher bonuses than women, which is highlighted below with the underrepresentation of women in more senior roles.

	Mean	Median
2025	51.3%	60.4%
2024	42.3%	52.6%

A greater number of women were ineligible for a bonus, than male counterparts, due to length of service or started after bonus payments were made during the reporting period, reinforcing the trend of increased recent female recruitment. As bonus eligibility typically requires a minimum service period, this temporarily affects the bonus pay gap.

As a result this reflects a short term decline as we continue to invest in building a truly inclusive workforce.

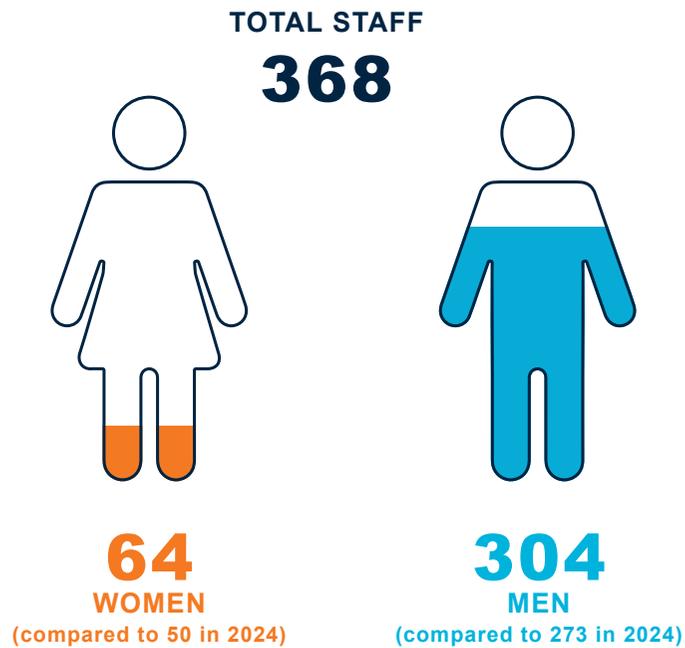
THE RESULTS

QUARTILES

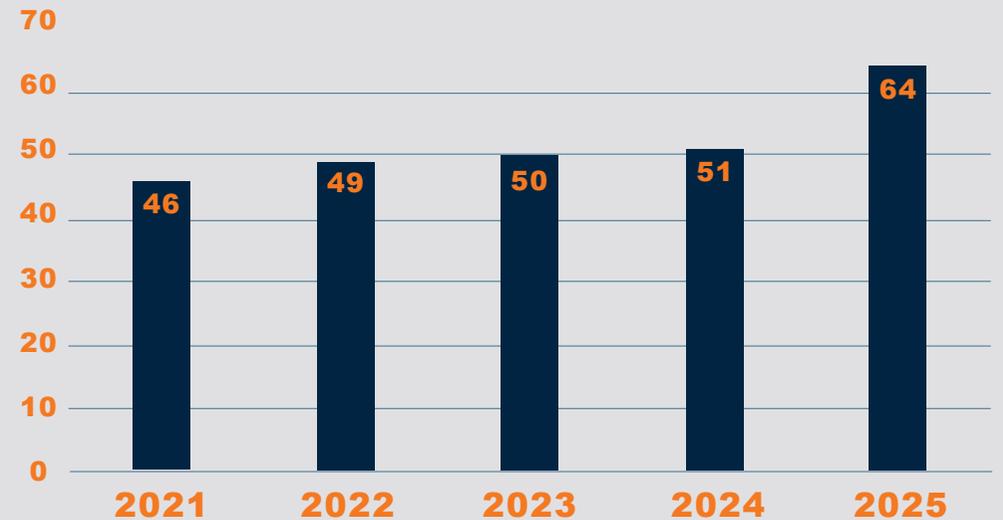
A breakdown of our team by pay quartiles highlights the key driver of our gender pay and bonus gaps – women are underrepresented in higher-paying roles. While 46% of employees in the lowest quartile are female, this is 3% in the highest quartile.

We have a gender-neutral approach to pay at all levels, ensuring men and women receive equal pay for the same roles and responsibilities.

While our gender pay and bonus gaps reflect differences in role distribution rather than pay inequality, we remain committed to creating opportunities for career progression regardless of gender.



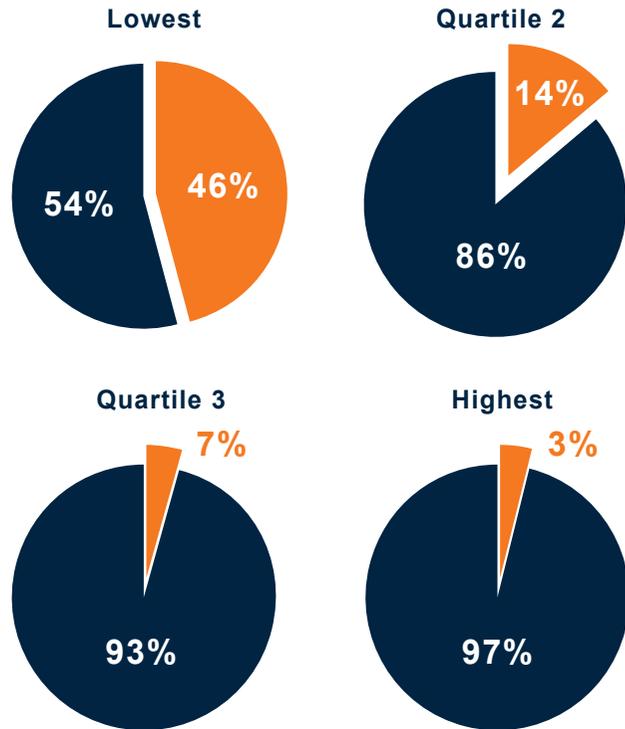
NUMBER OF FEMALE EMPLOYEES



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PAY QUARTILES

■ Men ■ Women



The above shows the gender distribution across four equally sized quartiles, each containing 92 members of staff



LOOKING AHEAD

We are committed to equal opportunities and fairness at every stage of the employee journey from recruitment and development to career progression and reward. We believe that everyone should have the opportunity to succeed, regardless of gender, and we continue to ensure that our policies and practices support a truly inclusive workplace.

We recognise that addressing gender imbalances is an ongoing journey. While our latest report shows some positives, we know that real, lasting change takes time.

- Our recruitment process remains focused on selecting the best candidate for each role.
- We drive our social value efforts by promoting construction as a career across all education levels.
- We continue to explore opportunities to strengthen and expand our family-friendly policies.
- We proudly champion construction as a career of choice and highlight the achievements of female colleagues during Women in Construction Week.

Our people hub remains committed to championing diversity and driving meaningful change.

INVESTORS IN PEOPLE®
We invest in people Gold



#EMPOWERHER

- Empower Her, our female coaching programme, continues to play a vital role in supporting women at Beard to build resilience, strengthen confidence, and grow their career within the business.
- We remain committed to making Beard a great place to work.