

GENDER

Pay Gap Report

2026



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01. The Gender Pay Gap Explained

Any employer with 250 or more employees on a specific date each year (the 'snapshot date') must report their gender pay gap data.

As at 5th April 2025, Glencar Construction had over 250 employees and we have reported our figures as legally required. All numbers filed and contained within this report are as at the 'snapshot' date on 5th April 2025.

The data compares hourly pay and bonus payments made to male and female employees across the entire Company regardless of role or seniority.

It is not a comparison of pay for "like-for-like" roles.



02. Our Workforce

OUR WORKFORCE



OUR APPRENTICES

We are proud to share that 29% of our apprentices are female, reflecting our commitment to fostering a diverse and inclusive environment right from the start of career journeys.



OUR INTERNAL PROMOTIONS

While women currently represent 20% of our workforce, we are proud that 42% of internal promotions have been awarded to female employees, highlighting our commitment to equal opportunities and supporting career progression.



VOICES FROM OUR FEMALE COLLEAGUES



At Glencar, I feel supported both professionally and personally. They've guided my career progression, backed my development—including the CMI Level 7 Women in Leadership programme—and are always open to new ideas. I feel valued, included, and proud to be part of a team that champions women's progression.

Alice Skelton
Senior Business Development Manager



Working at Glencar has taught me that being a woman in construction isn't about proving I belong — it's about knowing I always did. Every project I'm part of is another reminder that our perspective adds real value.

Libby Cunnew
Senior Quantity Surveyor



Glencar has given me the space and opportunity to develop within my role. Working for Glencar has been positive and empowering, and my experience has been shaped by a culture of support and encouragement.

Ellie Bache
Document Control Lead



Being a woman at Glencar means being in an environment that is genuinely supportive and respectful. I feel heard and encouraged to thrive, which makes a real difference in how I can show up and contribute collaboratively.

Jessica Chander
Management Trainee



I feel that Glencar is genuinely committed to creating a more inclusive environment where women are supported, encouraged, and able to thrive. I am confident that with continued focus, Glencar can further close the gap and strengthen opportunities for women.

Jan Ngiam
Design Co-ordinator



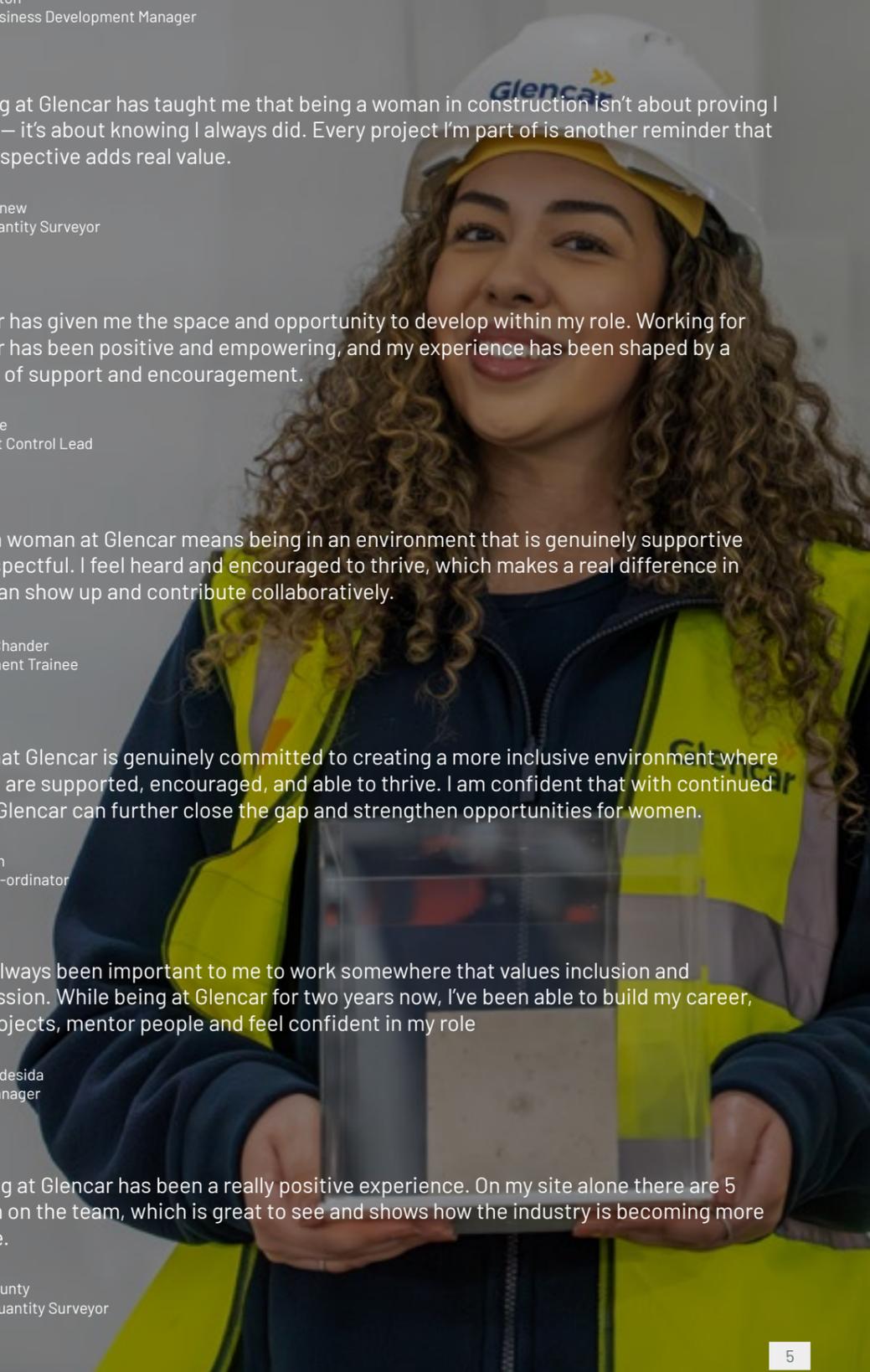
It has always been important to me to work somewhere that values inclusion and progression. While being at Glencar for two years now, I've been able to build my career, lead projects, mentor people and feel confident in my role

Daniella Adesida
Design Manager



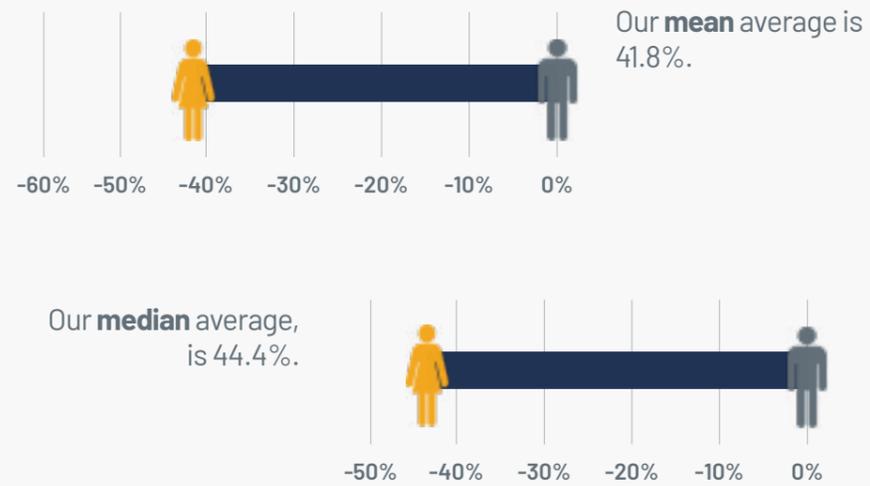
Working at Glencar has been a really positive experience. On my site alone there are 5 women on the team, which is great to see and shows how the industry is becoming more diverse.

Sophie Prunty
Trainee Quantity Surveyor



03. Our Results

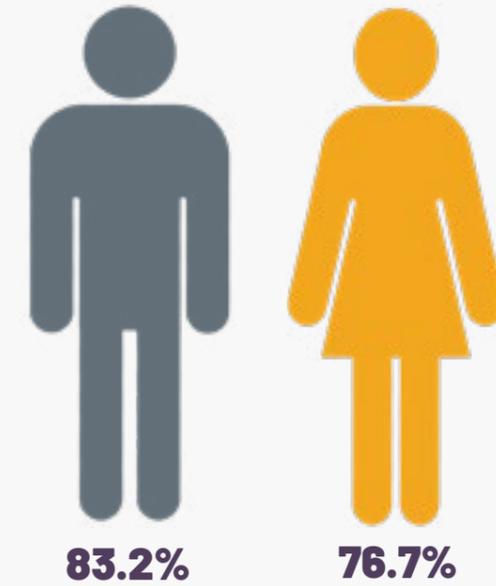
OUR GENDER PAY GAP



PAY QUANTILES BY GENDER



THE PERCENTAGE OF EMPLOYEES RECEIVING A BONUS



OUR GENDER BONUS GAP

Our **mean** average is 61.9%.



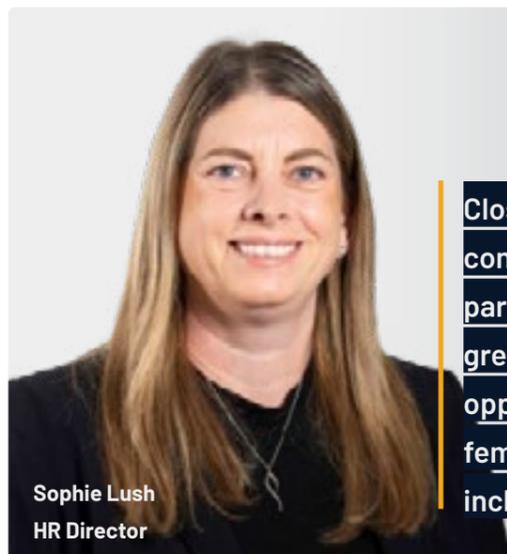
Our **median** average is 45.3%.

04. Explaining Our Gender Pay Gap

It should be noted that the Construction Industry is made up of a large proportion of men in highly skilled and site related roles. Glencar and our gender pay gap are largely representative of this. Our gender pay gap is largely due to an under representation of women as well as fewer women in senior positions, all of which are common place across the construction sector in the UK.

The gender pay gap is not a comparison of pay for 'like-for-like' roles and at Glencar we are confident that our gender pay gap is not a result of us paying male and female employees differently for the same work.

We are an equal opportunities employer and ensure equal pay by carrying out regular pay reviews.



Sophie Lush
HR Director

Closing the gender pay gap continues to be a challenge in the construction industry due to the lack of women in the sector, particularly in senior positions. Our focus is on championing greater female representation in the industry by providing more opportunities for women at entry level and supporting our existing female employees to develop into more senior roles, to create a more inclusive workforce for the future.

05. Actions to Address Our Gender Pay Gap

Glencar is committed to raising awareness to increase the number of women entering into the construction sector and to remove barriers to women working within the construction sector. We are involved in various initiatives:

» **1. Strategic Partnerships for Real Impact**

We are proud to have partnered with Women into Construction, a national organisation dedicated to increasing the number of women working in the construction industry. Through this collaboration, we've supported targeted recruitment, mentorship, and skills development for women looking to enter or return to the workforce. We were sad to see WIC cease trading in August 2024 and are actively seeking new meaningful partnerships and initiatives.

» **2. Inspiring the Next Generation**

We know that change begins early. That's why we're active in schools and communities, delivering programmes designed to challenge stereotypes and spark interest in construction among young women and girls. Our outreach includes:

- STEM engagement days at primary schools to plant the seeds of curiosity.
- Careers fairs and school visits to provide visibility and inspiration.
- On-site learning experiences for students from local colleges and community schools.

These initiatives are designed to present construction as a modern, innovative, and inclusive career path.



» **3. A Culture of Internal Progression**

We invest in our people and the results speak for themselves. Over the reporting period, 43% of all internal promotions at Glencar were awarded to women, a clear reflection of our inclusive leadership development and talent retention strategy. We celebrate the growth of our female colleagues and remain focused on nurturing pathways to leadership.

» **4. Creating Opportunities through Experience**

In partnership with Hertfordshire County Council, we've developed work experience programmes specifically for female students. These placements give young women firsthand exposure to the construction environment and provide mentoring from our team, laying the foundation for informed career decisions.

» **5. Building an Inclusive Workforce from the Ground Up**

We recognise that improving gender balance starts at entry level and takes time to translate through the organisation. We are actively increasing female representation at the early careers stage, with 29% of our apprentices now female across operations, commercial, and design roles. This represents a 4% increase on last year and exceeds industry averages, demonstrating our commitment to building a more balanced workforce for the future.

