

# SPENCER GROUP GENDER PAY GAP REPORT

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2025/2026



As a business we believe in recruiting and retaining talented people, regardless of their gender however we acknowledge that, within our industry, women remain under represented.

We are confident that we provide an inclusive culture and we continue to work collaboratively with both business and academic organisations who share our vision of increased diversity in the Engineering sector.

We work closely with the Ron Dearing UTC who specialise in Engineering and Digital and have run a number of events encouraging young women into the Engineering industry.

Having signed the Equality, Diversity and Inclusion Charter for the UK railway industry this has given us access to over 140 organisations with whom we can share best practice, enabling us all to attract more women into the industry.

We were pleased to see that the number of young women applying for our Apprenticeship programme has increased year on year and reached 27% in the most recent recruitment drive.

The total number of female employees within Spencer Group has increased slightly in the past year, and we continue to actively promote career opportunities for women within the Industry, alongside specific Wellbeing initiatives, for example our Menopause Matters programme, supporting women facing this specific challenge during their career.

We are pleased to have been awarded the New Civil Engineer Best Place to Work 2025 which we believe reflects our commitment to increasing the diversity within the Engineering industry.



**I confirm that the information is accurate and in accordance with the Equality Act 2010 (Gender Pay Gap Information) regulations 2017**

A handwritten signature in black ink, which appears to read 'Yvonne Moir'. The signature is written in a cursive, flowing style.

**Yvonne Moir**  
HR Director

# OUR GENDER PAY GAP 25/26

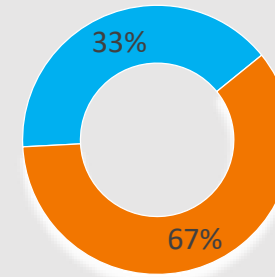
The % demonstrates the gap between male and female employees, with male employees earning the higher average amount. The average bonus for female employees was 52.5% higher than male employees

Mean (average)	Median (middle)
Gender pay gap	
40%	41%
Gender bonus gap	
44%	0%

\*Government required information

## MALE

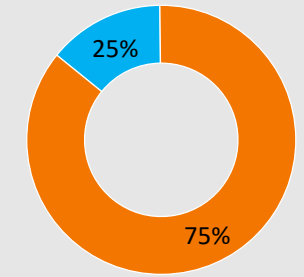
■ No bonus received  
■ Received a bonus



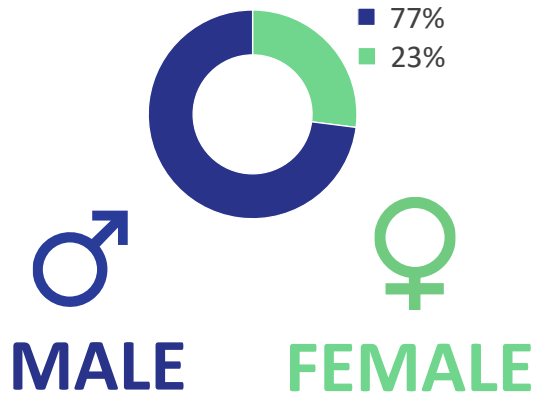
\*Government required information

## FEMALE

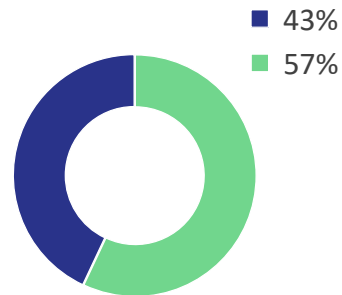
■ No bonus received  
■ Received a bonus



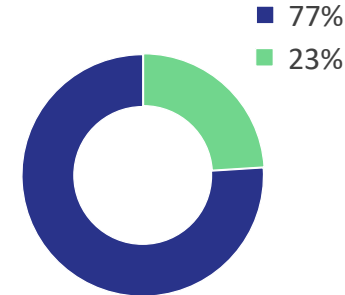
## Total % of employees



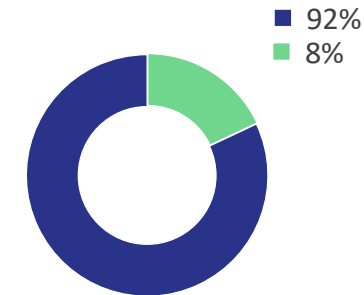
## The proportion of males/females in each quartile pay band is as follows:



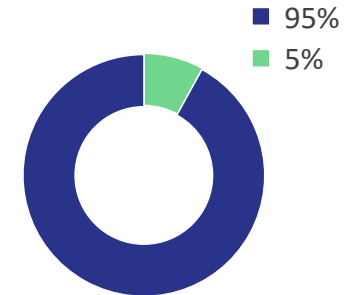
Lower  
quartile up to  
**£14.36**  
per hour



Lower middle  
quartile from  
**£14.37 to £19.70**  
per hour



Upper middle  
quartile from  
**£19.71 to £31.62**  
per hour



Upper  
quartile from  
**£32.20**  
per hour

\*Government required information



# SPENCER GROUP GENDER PAY GAP REPORT

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2022/2023



As a business we believe in recruiting and retaining talented people, regardless of their gender however we acknowledge that, within our industry, women remain under represented.

We are confident that we provide an inclusive culture and we continue to work collaboratively with both business and academic organisations who share our vision of increased diversity in the Engineering sector.

We work closely with the Ron Dearing UTC who specialise in Engineering and Digital and have run a number of events encouraging young women into the Engineering industry.

Having signed the Equality, Diversity and Inclusion Charter for the UK railway industry this has given us access to over 140 organisations with whom we can share best practice, enabling us all to attract more women into the industry.

Based on a snapshot of data, as at 5 April 2023, we are pleased to note that both our Mean and Median gender pay gaps continue to reduce year on year. Compared to our first report in 2017 the Mean has reduced from 33% to 27% and the Median from 41% to 33%.

This is alongside a significant shift in the Gender bonus gap, with the average bonus received by female employees now over 50% higher than those received by male employees.

Whilst the total number of female employees within C Spencer Ltd has reduce slightly in the past year, the percentage of women in the higher quartiles has increased, demonstrating the progression of the women within the business



**I confirm that the information is accurate and in accordance with the  
Equality Act 2010 (Gender Pay Gap Information) regulations 2017**

A handwritten signature in black ink, which appears to read 'Yvonne Moir'. The signature is written in a cursive style and is positioned above a horizontal line.

**Yvonne Moir**  
HR Director

# OUR GENDER PAY GAP 22/23

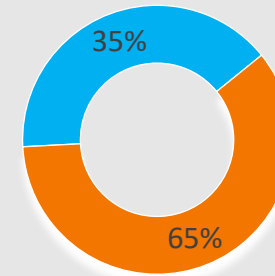
The % demonstrates the gap between male and female employees, with male employees earning the higher average amount. The average bonus for female employees was 52.5% higher than male employees

Mean (average)	Median (middle)
Gender pay gap	
27%	33%
Gender bonus gap	
-52.5%	15%

\*Government required information

## MALE

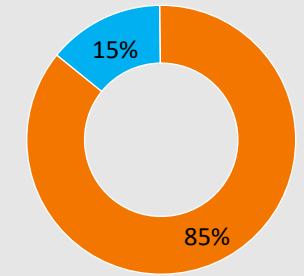
■ No bonus received  
■ Received a bonus



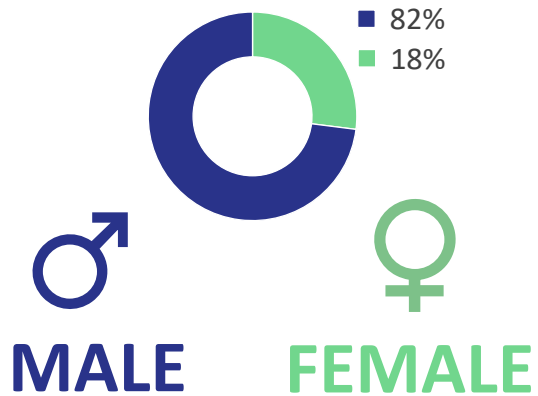
\*Government required information

## FEMALE

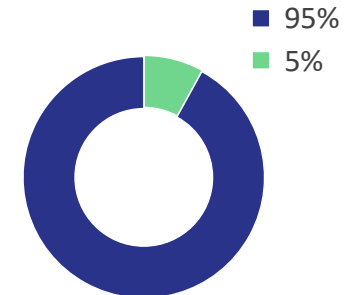
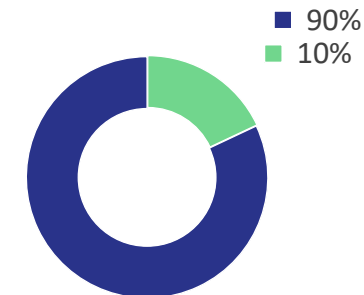
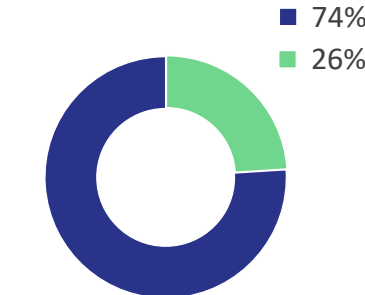
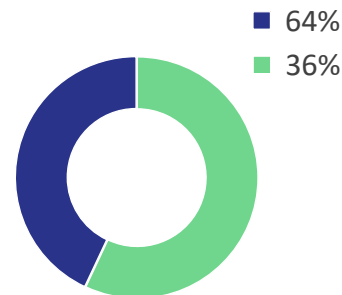
■ No bonus received  
■ Received a bonus



## Total % of employees



## The proportion of males/females in each quartile pay band is as follows:



Lower  
quartile up to  
**£12.94**  
per hour

Lower middle  
quartile from  
**£13.42 to £18.50**  
per hour

Upper middle  
quartile from  
**£18.69 to £27.41**  
per hour

Upper  
quartile from  
**£27.79**  
per hour

\*Government required information



# SPENCER GROUP GENDER PAY GAP REPORT

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2021/2022



At Spencer Group we believe in recruiting and retaining talented people, regardless of their gender however we acknowledge that, within our industry, women remain under represented.

We are confident that our business provides an inclusive culture and we continue to work collaboratively with both business and academic organisations who share our vision of increased diversity in the Engineering sector.

We work closely with the Ron Dearing UTC who specialise in Engineering and Digital and have run a number of events encouraging young women into the Engineering industry.

Having signed the Equality, Diversity and Inclusion Charter for the UK railway industry this has given us access to over 140 organisations with whom we can share best practice, enabling us all to attract more women into the industry.

At 21%, the proportion of women within our business is higher than average within the industry, however we still need to continue to support and develop the women we employ to progress to more senior roles.

Despite the challenges of the pandemic you will note from the statistics below, based on a snapshot of data on 5 April 2021, that both our Mean gender pay gap and Mean bonus pay gap have reduced since the 2020/21 report



**I confirm that the information is accurate and in accordance with the  
Equality Act 2010 (Gender Pay Gap Information) regulations 2017**

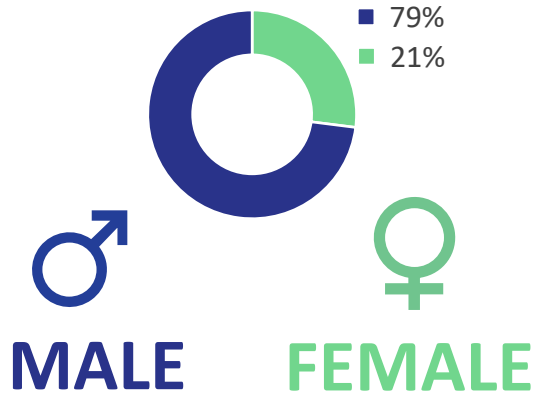
A handwritten signature in black ink, which appears to read 'Yvonne Moir'. The signature is written over a horizontal line.

**Yvonne Moir**  
**HR Director**



# OUR GENDER PAY GAP 20/21

## Total % of employees



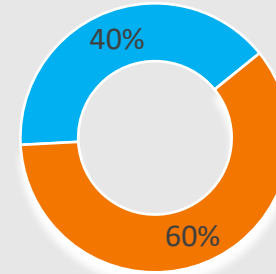
The % demonstrate the gap between male and female employees, with male employees earning the higher average amount

Mean (average)	Median (middle)
<b>Gender pay gap</b>	
32%	35%
<b>Gender bonus gap</b>	
46%	0%

\*Government required information

## MALE

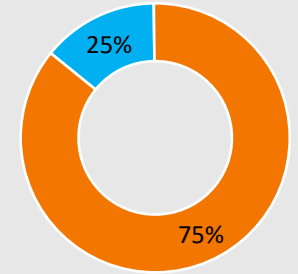
■ No bonus received  
■ Received a bonus



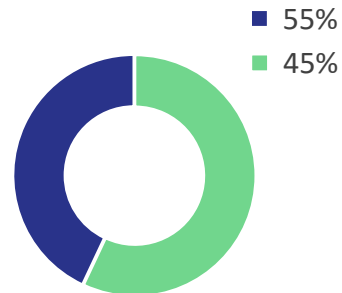
\*Government required information

## FEMALE

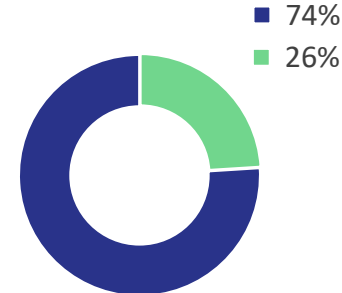
■ No bonus received  
■ Received a bonus



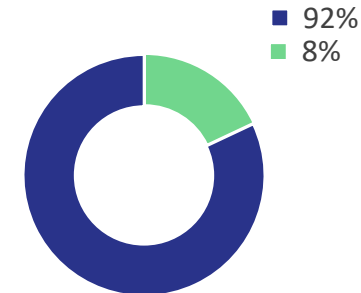
## The proportion of males/females in each quartile pay band is as follows:



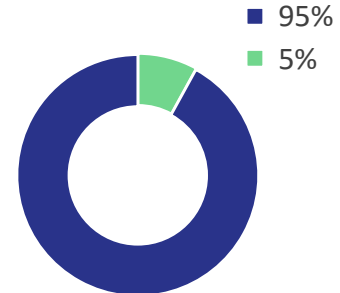
Lower quartile up to  
**£12.45**  
per hour



Lower middle quartile from  
**£12.46 to £16.50**  
per hour



Upper middle quartile from  
**£16.77 to £25.26**  
per hour



Upper quartile from  
**£26.11**  
per hour

\*Government required information

# SPENCER GROUP GENDER PAY GAP REPORT

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**2020/2021**





At Spencer Group we believe in recruiting and retaining talented people, regardless of their gender however we acknowledge that, within our industry, women remain under represented.

We are confident that our business provides an inclusive culture and we continue to work collaboratively with both business and academic organisations who share our vision of increased diversity in the Engineering sector.

We have actively sought out opportunities to attend and speak at events nationally where we can advise and educate women on the options available to them, something which was recognised when we were awarded the 'Northern Power Women Award for Medium Sized Business' for our work in accelerating Gender Diversity.

At 25%, the proportion of women within our business is higher than average within the industry, and we continue to support the women we employ to develop both personally and professionally to allow them to progress to more senior roles. We work closely with the local UTC and have been successful in recruiting female Apprentices into technical engineering roles

You will note from the statistics below, based on a snapshot of data on 5 April 2020, that our Mean pay gap has reduced since the previous report and the number of female employees receiving a bonus has increased.

As a business we are committed to reducing the pay gap year on year by continuing to attract and retain talented females.



I confirm that the information is accurate and in accordance with the  
Equality Act 2010 (Gender Pay Gap Information) regulations 2017

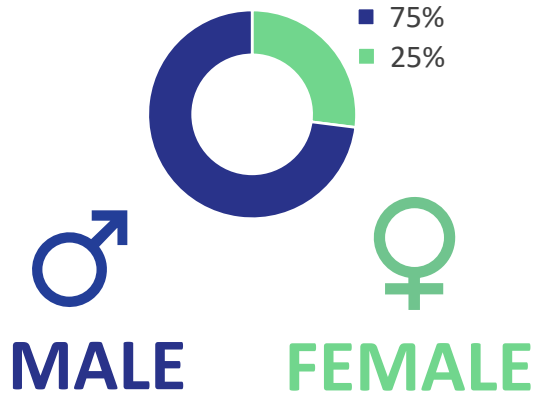
A handwritten signature in black ink, which appears to read 'Yvonne Moir'. The signature is written in a cursive, flowing style. Below the signature is a solid blue horizontal line.

Yvonne Moir  
HR Director



# OUR GENDER PAY GAP 20/21

## Total % of employees



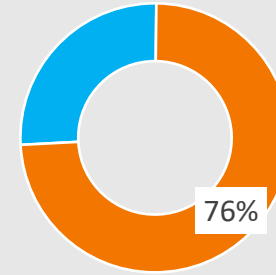
The % demonstrate the gap between male and female employees, with male employees earning the higher average amount

Mean (average)	Median (middle)
<b>Gender pay gap</b>	
34%	30%
<b>Gender bonus gap</b>	
58%	16%

\*Government required information

## MALE

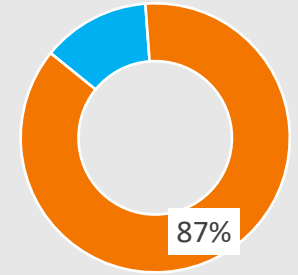
■ No bonus received  
■ Received a bonus



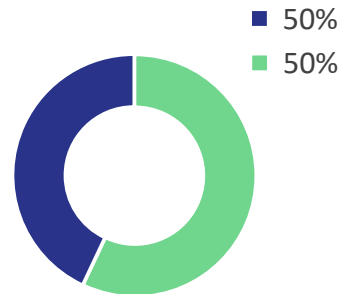
\*Government required information

## FEMALE

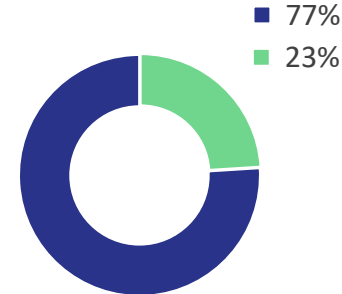
■ No bonus received  
■ Received a bonus



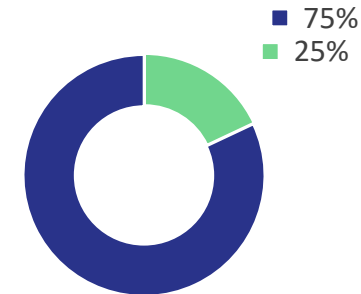
## The proportion of males/females in each quartile pay band is as follows:



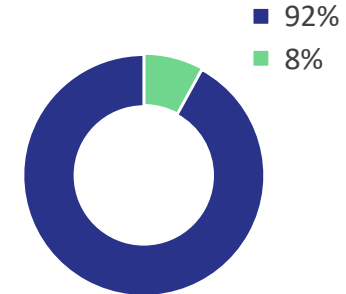
Lower  
quartile up to  
**£11.98**  
per hour



Lower middle  
quartile from  
**£12.45 to £15.50**  
per hour



Upper middle  
quartile from  
**£15.57 to £23.23**  
per hour



Upper  
quartile from  
**£23.96**  
per hour

\*Government required information



# SPENCER GROUP GENDER PAY GAP REPORT

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2019/20



Spencer Group is a leading, privately owned, Engineering company and we pride ourselves on the value we place on our employees. People are what make Spencer Group the great place to work that we believe it is.

The Engineering sector has always been very male dominated and this is a culture we are working hard to change. In recent years we have been able to attract some exceptional female talent through our collaboration with WiME (Women into Manufacturing and Engineering) and our work with the Ron Dearing UTC and other schools and colleges in the area. Along with this we have structured our recruitment and marketing materials to appeal more to women and encourage them to look at the amazing careers available to them in this sector.

We have actively sought out opportunities to attend and speak at events nationally where we can advise and educate women on the options available to them, something which was recognised when we were awarded the 'Northern Power Women Award for Medium Sized Business' for our work in accelerating Gender Diversity.

Whilst recognising that we still have a journey ahead to reduce the Gender Pay Gap we are committed to, not only recruiting talented female staff, but developing and promoting the existing talented women within the business.

There are still significantly more men than women in the business, 73% compared to 27%, resulting in more men in senior roles. However this has changed reduced 77% compared to 23% previously and it is our ambition to see these numbers improve year on year.

You will note from the statistics below, based on a snapshot of data on 5 April 2019, that whilst our Median pay gap has remained steady at 36%, the number of women in each quartile has increased significantly since the previous report. We are especially pleased to see the increase in women in the top 2 quartiles has increased.



**I confirm that the information is accurate and in accordance with the  
Equality Act 2010 (Gender Pay Gap Information) regulations 2017**

A handwritten signature in black ink, which appears to read 'Yvonne Moir'. The signature is written in a cursive, flowing style.

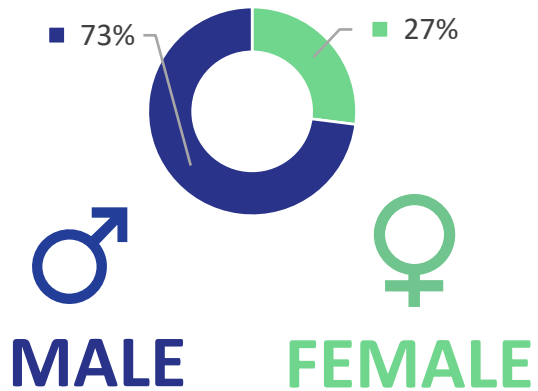
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**Yvonne Moir**  
HR Director



# OUR GENDER PAY GAP 19/20

## Total % of employees

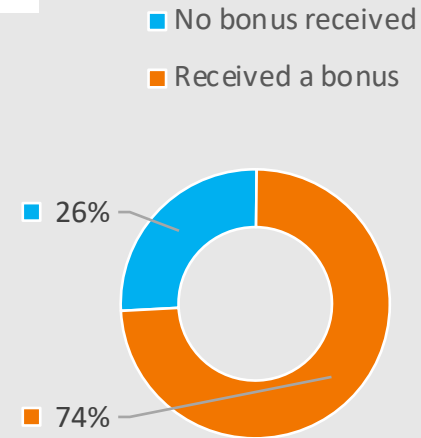


The % demonstrate the gap between male and female employees, with male employees earning the higher average amount

Mean (average)	Median (middle)
Gender pay gap	
36%	36%
Gender bonus gap	
56%	0%

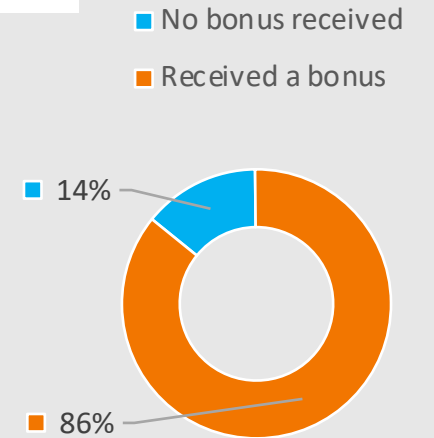
\*Government required information

## MALE

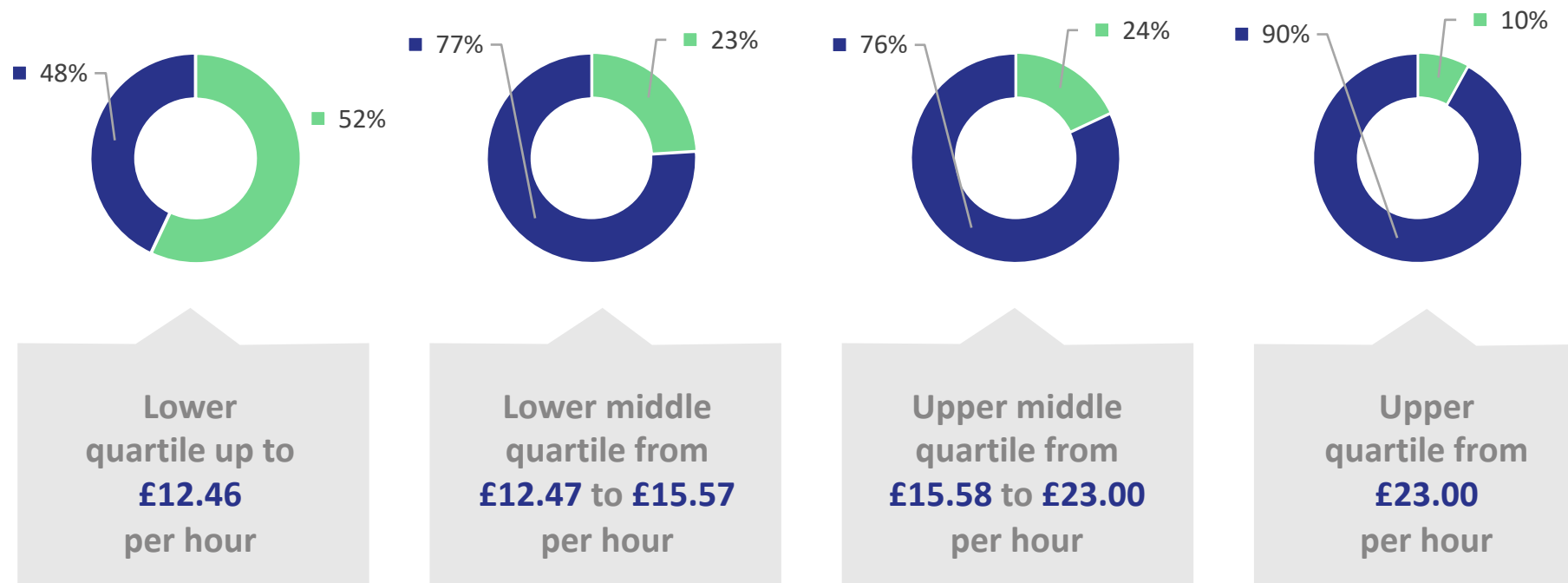


\*Government required information

## FEMALE



## The proportion of males/females in each quartile pay band is as follows:



\*Government required information



# SPENCER GROUP GENDER PAY GAP REPORT

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2018/19



Spencer Group is a leading, privately owned, Engineering company and we pride ourselves on the value we place on our employees. People are what make Spencer Group the great place to work that we believe it is.

The Engineering sector has always been very male dominated and this is a culture we are working hard to change. In recent years we have been able to attract some exceptional female talent through our collaboration with WiME (Women into Manufacturing and Engineering) and our work with the Ron Dearing UTC and other schools and colleges in the area. Along with this we have structured our recruitment and marketing materials to appeal more to women and encourage them to look at the amazing careers available to them in this sector.

We have actively sought out opportunities to attend and speak at events nationally where we can advise and educate women on the options available to them, something which was recognised when we were awarded the 'Northern Power Women Award for Medium Sized Business' for our work in accelerating Gender Diversity.

Whilst recognising that we still have a journey ahead to reduce the Gender Pay Gap we are committed to, not only recruiting talented female staff, but developing and promoting the existing talented women within the business.

There are still significantly more men than women in the business, 73% compared to 27%, resulting in more men in senior roles. However this has changed from 77% compared to 23% last year and it is our ambition to see these numbers improve year on year.

You will note from the statistics below, based on a snapshot of data on 5 April 2018, that our Median pay gap has reduced by 5% and the number of women in each quartile has increased since the 2017/18 report.



**I confirm that the information is accurate and in accordance with the  
Equality Act 2010 (Gender Pay Gap Information) regulations 2017**

A handwritten signature in black ink, which appears to read 'Yvonne Moir'. The signature is written in a cursive, flowing style.

**Yvonne Moir**  
**HR Director**



# OUR GENDER PAY GAP 18/19

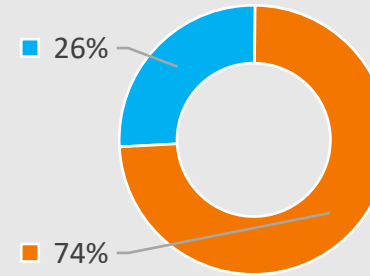
The % demonstrate the gap between male and female employees, with male employees earning the higher average amount

Mean (average)	Median (middle)
<b>Gender pay gap</b>	
36%	36%
<b>Gender bonus gap</b>	
56%	0%

\*Government required information

## MALE

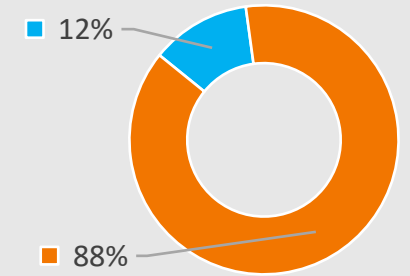
■ No bonus received  
■ Received a bonus



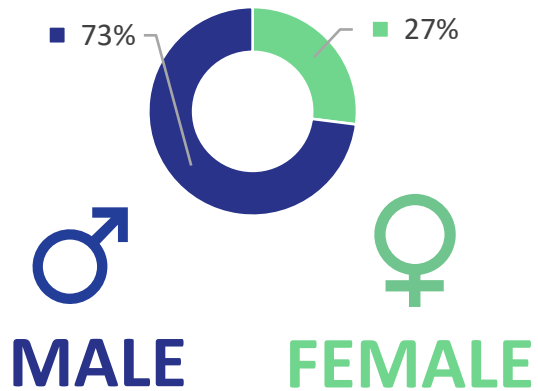
\*Government required information

## FEMALE

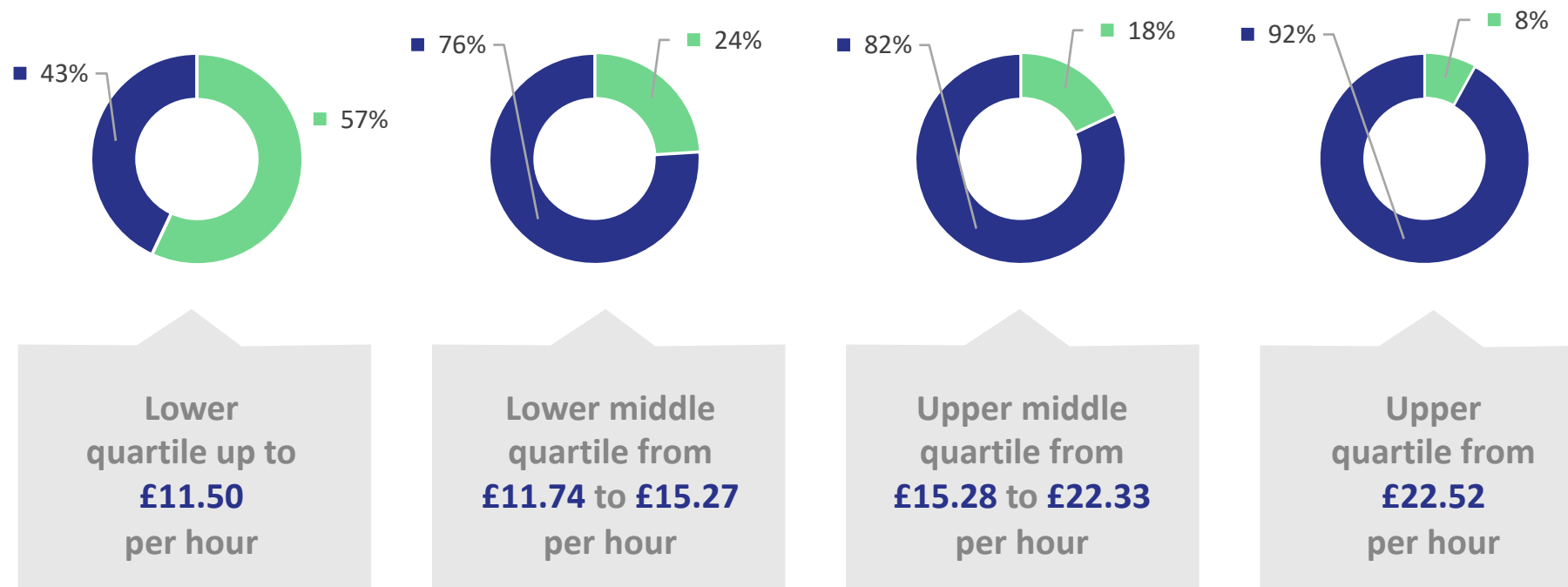
■ No bonus received  
■ Received a bonus



## Total % of employees



## The proportion of males/females in each quartile pay band is as follows:



\*Government required information



# SPENCER GROUP GENDER PAY GAP REPORT

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2017/18



Spencer Group is a leading, privately owned, Engineering company and we pride ourselves on the value we place on our employees. People are what make Spencer Group the great place to work that we believe it is.

The Engineering sector has always been very male dominated and this is a culture we are working hard to change. In recent years we have been able to attract some exceptional female talent through our collaboration with WiME (Women into Manufacturing and Engineering) and our work with the Ron Dearing UTC and other schools and colleges in the area. Along with this we have structured our recruitment and marketing materials to appeal more to women and encourage them to look at the amazing careers available to them in this sector.

We have actively sought out opportunities to attend and speak at events nationally where we can advise and educate women on the options available to them, something which was recognised when we were awarded the 'Northern Power Women Award for Medium Sized Business' for our work in accelerating Gender Diversity.

Whilst recognising that we still have a journey ahead to reduce the Gender Pay Gap we are committed to, not only recruiting talented female staff, but developing and promoting the existing talented women within the business.

There are still significantly more men than women in the business, 73% compared to 27%, resulting in more men in senior roles. However this has changed from 77% compared to 23% last year and it is our ambition to see these numbers improve year on year.

You will note from the statistics below, based on a snapshot of data on 5 April 2018, that our Median pay gap has reduced by 5% and the number of women in each quartile has increased since the 2016/17 report.



**I confirm that the information is accurate and in accordance with the  
Equality Act 2010 (Gender Pay Gap Information) regulations 2017**

A handwritten signature in black ink, which appears to read 'Yvonne Moir'. The signature is written in a cursive, flowing style.

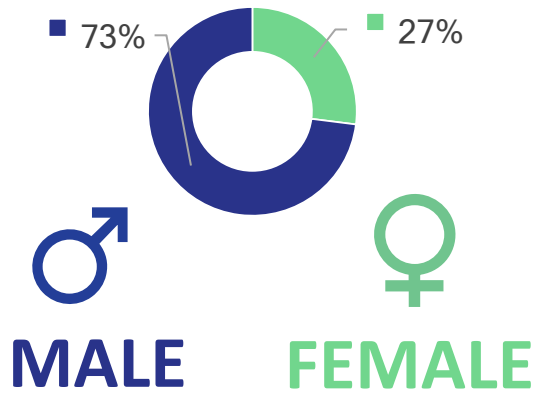
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**Yvonne Moir**  
**HR Director**



# OUR GENDER PAY GAP 17/18

Total % of employees

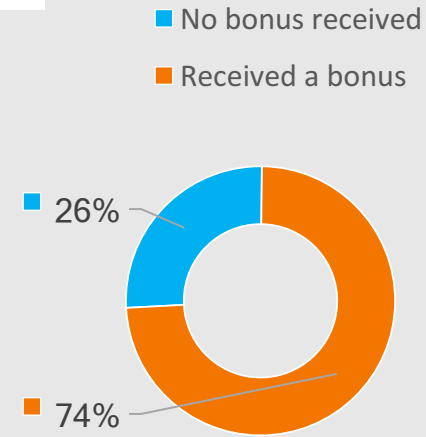


The % demonstrate the gap between male and female employees, with male employees earning the higher average amount

Mean (average)	Median (middle)
Gender pay gap	
36%	36%
Gender bonus gap	
56%	0%

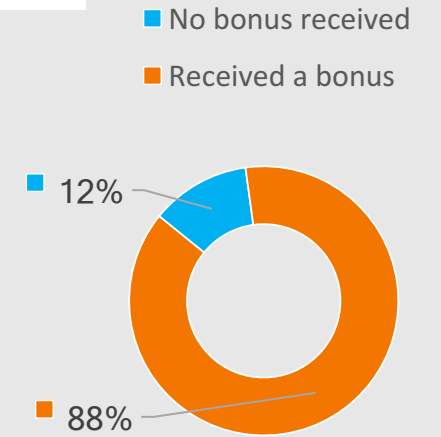
\*Government required information

MALE

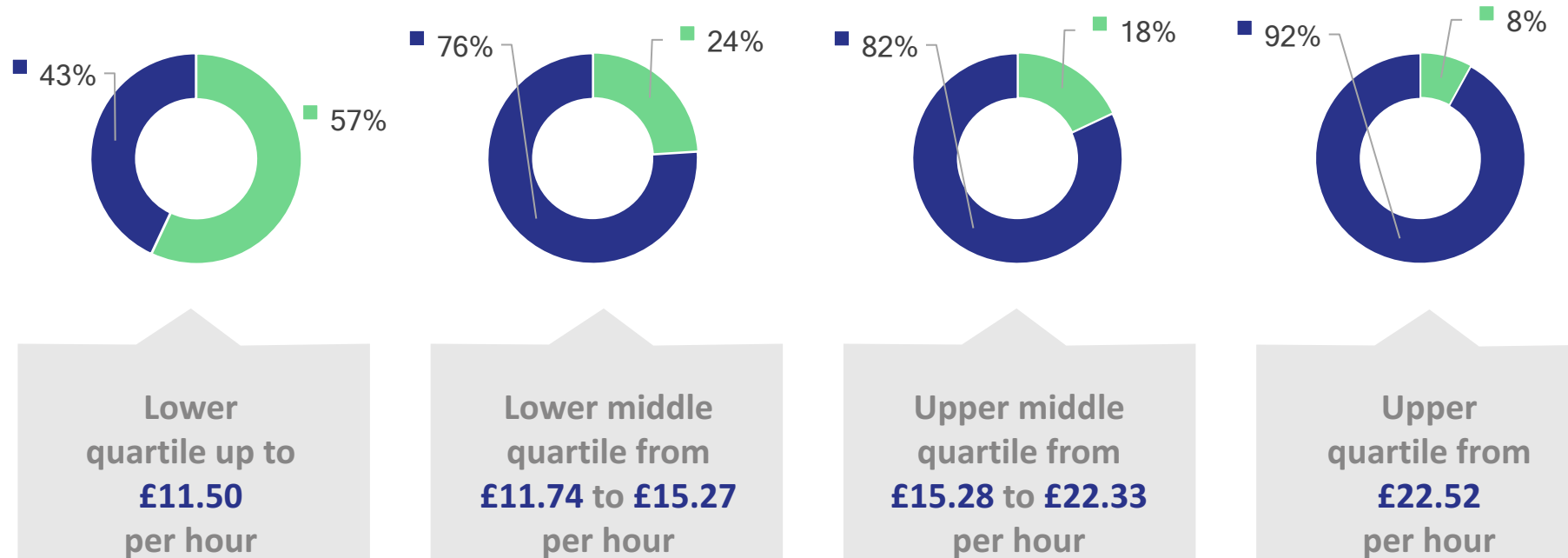


\*Government required information

FEMALE



The proportion of males/females in each quartile pay band is as follows:



\*Government required information



# SPENCER GROUP GENDER PAY GAP REPORT

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2016/17



# SPENCER GROUP GENDER PAY GAP REPORT

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We are an employer required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

This involves carrying out six calculations that show the difference between the average earnings of men and women in our organisation; it does not involve publishing individual employee's data.

These calculations include;

- Mean gender pay gap
- Median gender pay gap
- Mean bonus gender pay gap
- Median bonus gender pay gap
- Proportion of males and females receiving bonus pay
- Proportion of males and females in each pay quartile

We can see from the results of our gender balance within the four quartiles that we still have work to do to improve the numbers of women holding senior roles within the business.

Improving the gender diversity within Spencer Group is something which the business takes very seriously. The Engineering Industry has historically been very male dominated and this is reflected in the results of our current Gender Pay Gap reporting.

As an accredited Living Wage Employer we are confident that men and women are paid equally for doing the same jobs, however we acknowledge that due to the issues in recruiting women into the industry in the past the majority of senior roles are held by men.

We are playing our part in actively promoting the roles available to women within both the business and the industry as a whole and we look forward to seeing this reflected in our 2017/18 Gender Pay Gap reporting. I can confirm that the figures reported are correct

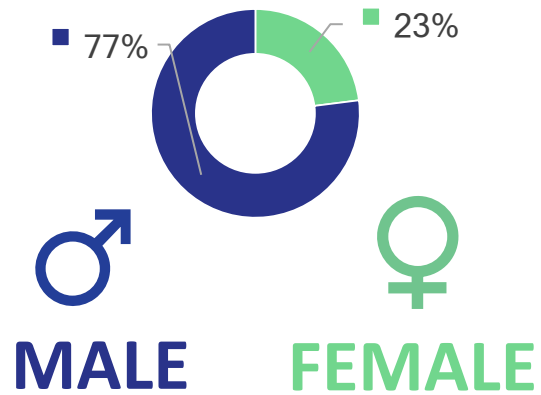


.....  
**Mr G Thornton,**  
**Managing Director**



# OUR GENDER PAY GAP

Total % of employees



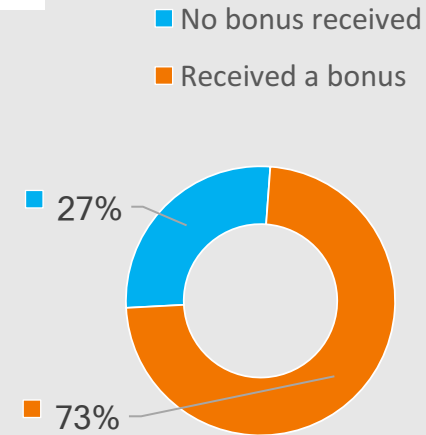
[thespencergroup.co.uk](http://thespencergroup.co.uk)

The % demonstrate the gap between male and female employees, with male employees earning the higher average amount

Mean (average)	Median (middle)
<b>Gender pay gap</b>	
33%	41%
<b>Gender bonus gap</b>	
50%	0%

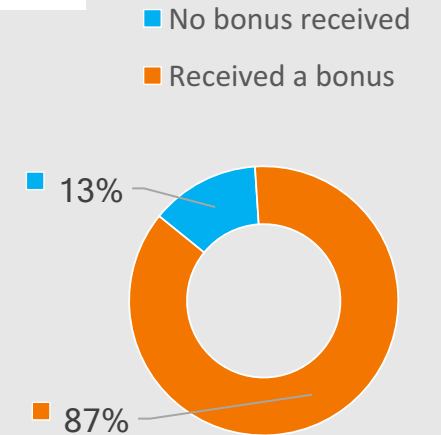
\*Government required information

**MALE**

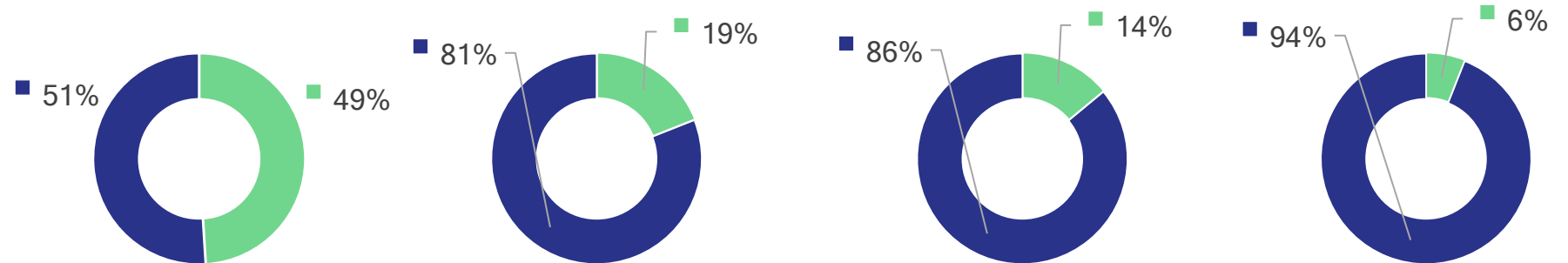


\*Government required information

**FEMALE**



The proportion of males/females in each quartile pay band is as follows:



Lower  
quartile up to  
**£11.49**  
per hour

Lower middle  
quartile from  
**£11.50 to £15.27**  
per hour

Upper middle  
quartile from  
**£15.28 to £22.99**  
per hour

Upper  
quartile from  
**£23.00**  
per hour

\*Government required information