



Roke Manor Research Ltd

2023 gender pay report

Gender pay legislation requires employers with 250 or more employees to publish statistics to show the 'pay gap' between male and female employees.

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Foreword

Making the extraordinary, everyday

At Roke, we respect our community and recognise that our culture must be a fair, equal and welcoming place where everyone can be themselves and thrive, regardless of gender. It's all part of our One Roke ethos.

A review of the year April 2022 to April 2023

In this period we were delighted to see a 7% improvement in both our mean and median gender pay gap data, though we know we still have further progress to make.

This positive outcome results from a concerted effort across Roke to make improving gender balance an important factor in our decisions and actions.

We set, and are now monitoring, progress against new targets for the numbers of women in the workforce and, particularly, in positions of influence. The Roke Operating Board was established and has been assisting our Executive Committee with day-to-day running of the business. 37% of roles on the Roke Operating Board were filled by senior influential women.

This was also a successful year in encouraging women to begin their engineering careers with Roke: an additional 16 women joined the business through The Roke Academy and women represented 23% of our new apprentices and graduates, being 36% of those completing their programmes.

Throughout the year, women received more than 30% of our Annual Awards, reflecting their higher representation across the workforce.

We know we are moving in the right direction and recognise it will take time for the impact of some of our programmes to reflect in our gender pay gap data.

Post April 2023

We continue to look forward to an increasing percentage of women achieving promotion to senior roles and further cohorts joining Roke through The Roke Academy. We will actively work to remove barriers and make Roke a clear choice for women in engineering and business supporting roles.

Roke's healthy growth trajectory will give us opportunity to invest in the future, and we remain focussed and committed to achieving year-on-year improvement.



Paul MacGregor
Managing Director



Sarah-Jayne Richardson
People Director

Gender pay and equal pay

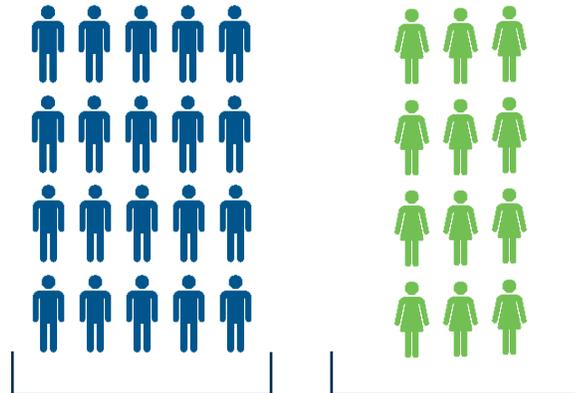
What is the difference?

The gender pay gap is the difference between what men typically earn in a business compared to what women earn, regardless of their role or seniority.

Equal pay is men and women in the same employment receiving equal pay when they are doing equal work (Equality Act 2010). Protection for fair pay has been in place in the UK since 1975.

In contrast to equal pay, the gender pay gap is more a reflection of the workforce profile rather than an issue of unequal rewards for men and women doing the same job.

Gender Pay Example



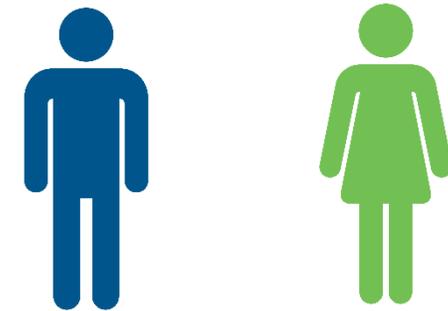
In this example average hourly pay for male employees is £10.

In this example average hourly pay for female employees is £8.

In this example the difference between £10 and £8 is the **gender pay gap**.

Equal Pay Example

A man and woman who are doing the same work.

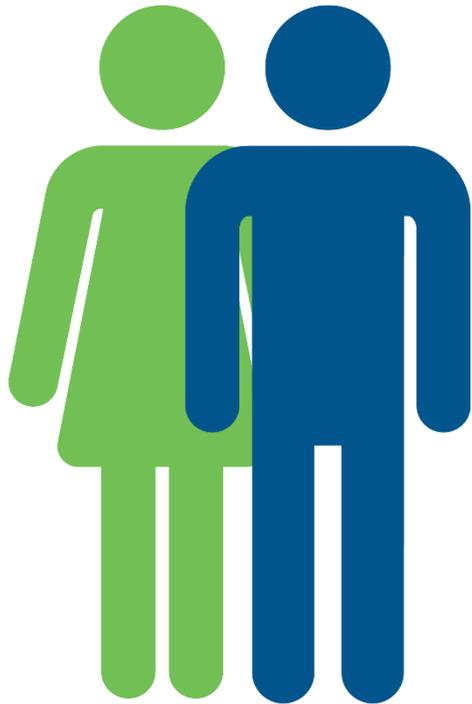


Example: If a man was paid £10 and a woman was paid £8, the difference between £10 and £8 is **the equal pay gap**.

We do not have an equal pay gap in Roke.

What is our gender pay gap?

Our gender pay gap has reduced in the last 12 months by >6.5%



The **mean gender** pay gap for Roke has dropped from 27.05% to

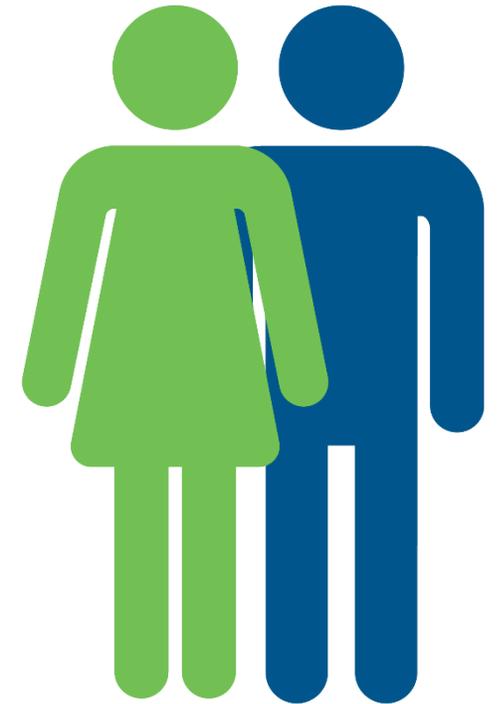
20.53%

This is the difference between the mean (average) hourly pay rate for all male employees at Roke, and the mean hourly pay rate for all women. This is then expressed as a percentage of the mean hourly rate for men.

The **median gender** pay gap for Roke has dropped from 28.39% to

21.42%

This is the difference between the median (middle) value of hourly pay rates for all male employees at Roke, and the median value of hourly rates for all women. This is then expressed as a percentage of the median hourly rate for men.



Our results explained

This data illustrates the gender pay gap for our employees as of April 2023.

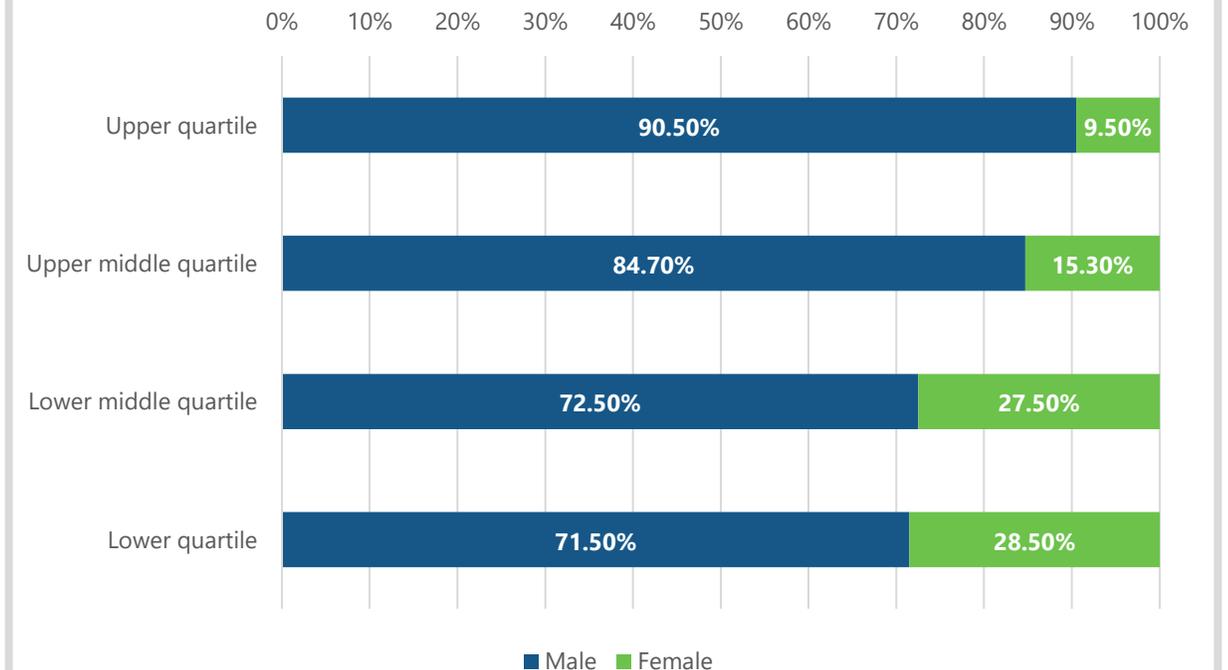
The mean gender pay gap has decreased from 27.05% in the previous reporting period to **20.53%**.

The median gender pay gap has continued to decrease, from 28.39% to **21.42%**.

The demographic split continues to reflect the challenge in our industry where significantly more men than women are employed particularly at middle and senior management levels. However, the distribution of women in the Upper Quartile has increased in this reporting year from 6.98% to **9.50%**, reflecting the appointment of women into the more senior roles.

Whilst we are proud of our below industry average attrition rate, we recognise that this means change will take time, both in terms of external hires and internal promotions.

Distribution of men and women across pay quartiles



Our results continued

April 2022 to April 2023

All eligible employees received a bonus.

Bonus Gender Pay Gap

	Median	Mean
Bonus Gender Pay Gap	0.25%	37.29%

The bonus gender pay gap shows the bonus pay difference between men and women, irrespective of their role, at the median (middle) and mean (average).

Proportion of People Awarded Bonus Payments



86.07%*



88.57%*

*As in previous years 100% of eligible women and men received a bonus.

The median bonus gender pay gap has reduced significantly in this reporting cycle from 30.24% **to 0.25%**.

Whilst the mean bonus gender pay gap has reduced from 55.21% **to 37.29%** as more women join in senior roles, this figure still reflects the mostly male senior leadership team.

The proportion of women receiving a bonus has increased this year from 84.25% **to 88.57%**.

Addressing our gender pay gap

Encouraging more women into engineering careers

As a business growing at pace, we recognise the need to supplement our traditional recruitment practices if we want to affect our employee population profile.

This long-term investment strategy will take time to reflect in our gender pay gap data, but it lays the foundation for greater diversity and gender balance in the future.

The Roke Academy

Our centre of excellence for learning and development, focusing on non-traditional areas of recruitment to embrace undiscovered talent who may not have previously had the opportunity to enter the tech field. Three cohorts began between April 2022 and January 2023, attracting an additional 16 women into the business. This represents 22% of participants which compares favourably with the Wise report from March 2023 showing female engineering professionals comprising only 13% of the workforce (<https://www.wisecampaign.org.uk/updated-workforce-statistics-august-2022>).

“I didn't know what engineering was! If only I'd had the opportunity when I was younger, my career may have been very different.”



Emma Gill, engineer, joined through The Roke Academy from teaching following completion of a CodeFirstGirls short course and a DSTL 'nanodegree'.

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STEM

Our extensive **STEM** outreach programme sees volunteers from across the business setting up events and interacting with schools. One example from many was the Girls in Engineering event in a Manchester school in November 2022. Twenty Year 9 girls attended a day themed around Ada Lovelace and female inventors and innovators. The activities on the day were designed to challenge gendered career stereotypes and introduce them to all the different types of engineering careers available.

What did you most enjoy about today?

I enjoyed learning and getting to know new things and skills. I also enjoyed being able to try and do new stuff like programming.

What have you learnt today or what has surprised you?

The thing that surprised me the most is that a woman was the first person to invent the first computer program.

*Girls in Engineering Day
November 2022*

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Early Careers Programme

Our **Early Careers Programme** encourages school leavers and graduates to take up engineering and other careers at Roke through formal apprenticeship and graduate programmes. In this reporting year we took on 75 apprentices and graduates of which 23% were female. In the same year 28 apprentices and graduates completed earlier programmes, of which 10 (36%) were female.



Addressing our gender pay gap

Increasing the number of women in leadership roles

Roke Operating Board

We launched the Roke Operating Board – a cross-business leadership team whose key objective is to execute on short term performance, enabling our executive team to focus on strategic issues. It provides employees with broader access to senior management and advocates as needed. The experience provides insight into how executive teams work and individuals are provided with development support. We recognise the importance of positive role models at a senior level and are pleased that in this first year 37% of the Roke Operating Board are women. This is a key step in working towards our target of 33% of senior positions in Roke and the broader Chemring Group being filled by women by 2027.

Identifying and addressing barriers to promotion

While a review of our main individual performance events (performance reviews, promotions, identification of future high potential) suggests that men and women are treated equally once in the business, a review of gender across the grades showed a significant drop in the number of women at middle management grades and above. We carried out a series of interviews to understand women's lived experience of Roke to understand what was preventing more women pursuing promotion to more senior grades. Findings were then shared with our Executive Committee (RexCom) and are now being used to inform a series of Director-sponsored workstreams.

Career Pathways

With so many career options available to our employees, we are setting out what is possible, using individual stories to show the routes people have taken. We have drawn examples from across the diversity, equality and inclusion agenda to demonstrate that individual differences, including gender, should not be seen as barriers to a fulfilling career.

Addressing our gender pay gap

Improving how women are engaged and championed day to day

Women in Roke

Our active Women in Roke Employee Resource Group is open to all employees interested in its aim of championing women to fulfil their potential. The growing membership has presence in each main Roke site and works with the business to influence policy and organise events such as Women in Engineering Day and International Women's Day.

Employee engagement

An integral part of our people strategy is two-way engagement, and we continue to encourage our people to complete the employee engagement survey – 'Employee Voice'. Employee Voice enables us to gain opinions and feedback anonymously and in real time. For this reporting period, women continued to have a higher response rate (50% compared with 40% for men). Forward plans see the use of a different sentiment survey which we believe will reflect the thoughts and opinions of everyone better and encourage greater participation of both women and men alike.

Internal Training

Throughout the year Roke seeks to ensure every current or future employee is protected from inappropriate behaviour, sexism or bias. In this year we included:

- a mandatory interactive 3-hour programme clarifying behaviours that are unacceptable and supporting an individual's ability to 'call it out' or seek help
- unconscious bias training in our Management Development Programme for any manager who is part of the recruitment process

In addition, plans are now in place to ensure recruitment interview panels will be staffed by both men and women.

Employee Resource Group comments

“

Equality for everyone is so important, no matter your gender, background, age, sexuality (the list goes on).

”

ERG member

“

I believe the best engineering solutions are going to be produced with a diverse range of people behind them.

”

ERG member

“

Be good to one another.

We are all different; none of us fit into a single box.

”

ERG member

www.roke.co.uk

