

The Roke logo is displayed in a bold, white, sans-serif font in the top right corner of the image.

Roke Manor Research Ltd 2021 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.



> Foreword

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.

Our goal is to achieve a genuinely inclusive environment for all our employees. Embracing diversity of backgrounds, cultures and thinking stimulates a workplace that drives innovation, greater collaboration and success.

Our Gender Pay Report shows we are moving in the right direction but there is still work to do. Whilst our mean gender pay gap has improved and the number of women in the upper pay quartiles has increased, we still have four times more men than women in our workforce.

This gender imbalance reflects systemic issues such as low levels of women studying for advanced qualifications in STEM subjects and our long history of operating in male dominated sectors.

We continue to develop initiatives which strengthen our ability to attract and expand our pipeline of women into the business and leadership roles. These include the promotion of flexible working, supporting Girls in Engineering events and other STEM outreach programmes to inspire future generations to pursue a career at Roke.

In 2021, we created a new Mentoring at Work scheme to offer tailored development and facilitate networking opportunities.

Our Employee Resource groups continue to grow and regularly schedule activities, engaging with colleagues to share experiences, test ideas and hold management account for change.

Reporting annually allows us to focus our efforts, measure our progress and be open about barriers to inclusion and how we can overcome them.

This report is supported by our colleagues in the Senior Leadership Team (SLT) and we will continue to encourage initiatives underpinned by Chemring's values of Safety, Excellence and Innovation. By working together we can celebrate our diversity and provide a vibrant and inclusive environment for everyone, everyday.



Paul MacGregor
Managing Director



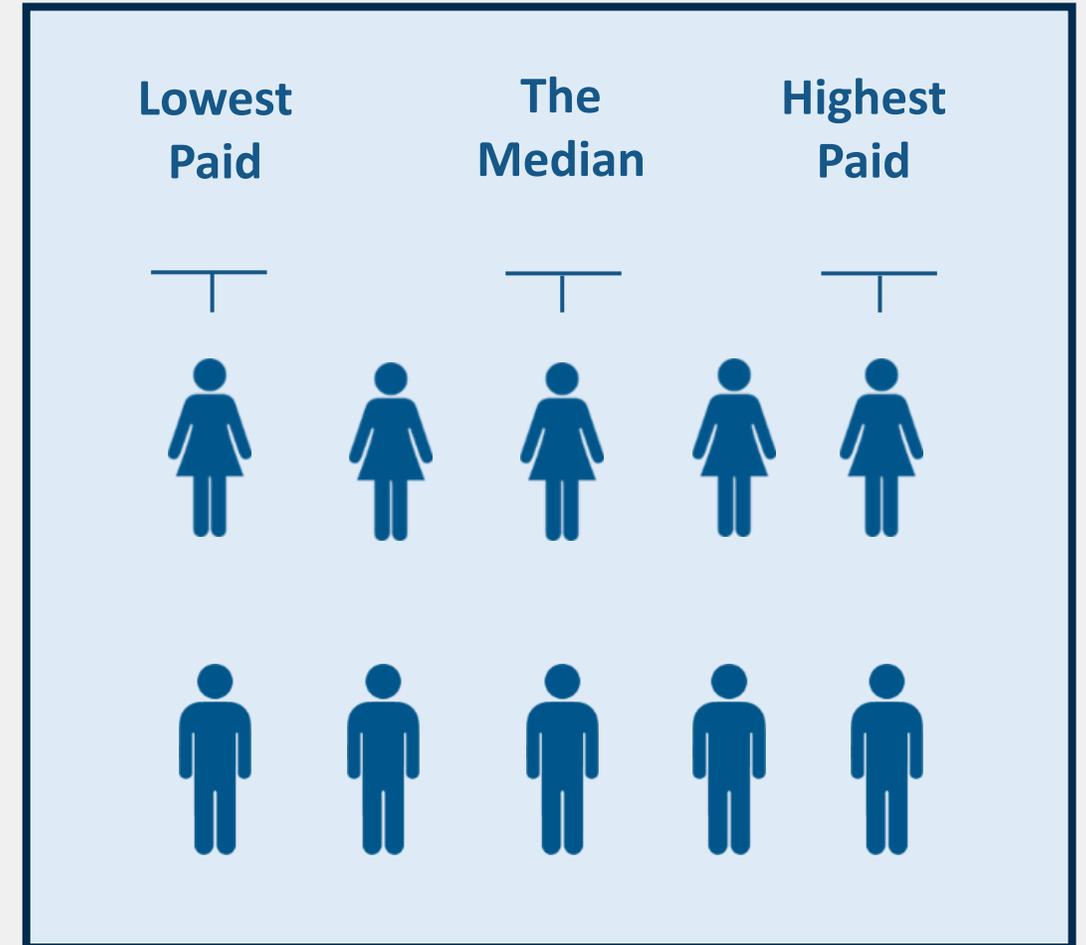
Sarah-Jayne Richardson
People Director

> What is a gender pay gap?

A gender pay gap shows the difference in the average hourly pay between all men and women employed by a business.

If all female employees and separately all male employees were listed in order of pay level, the median gender pay gap would compare the pay of the female in the middle of such a list with the pay of the middle male.

The mean gender pay gap shows the difference in the average hourly rate of pay between men and women.



> What is the difference between gender pay gap and equal pay?

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.

Unequal pay

Paying men and women differently for the same job



Illegal in the UK



Gender Pay Gap

Looking at the sectors women tend to enter and the levels of seniority they progress to



We want to close this in a generation

#GenderPayGap

> Our results

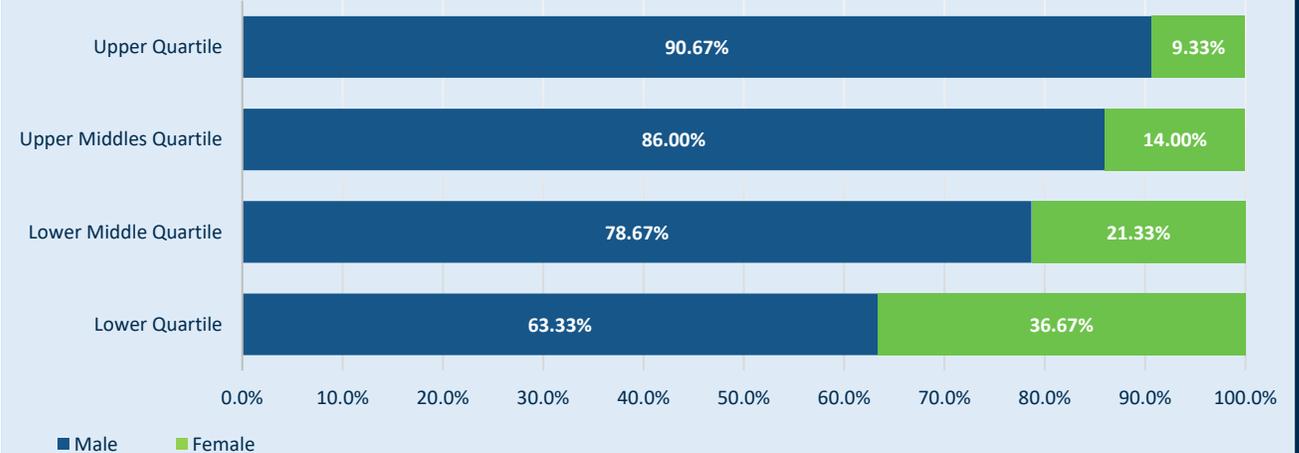
The data illustrates the gender pay gap for our employees as of April 2021.

Gender Pay Gap
Mean 21.20%
Median 35.36%

The mean gender pay gap has improved slightly from last year reducing from 24.7% to 21.20%. The median has increased from 31.92% to 35.36%.

Overall, women represent 20% of Roke's employee base. This has been maintained through the first phase of the pandemic and reflects current market conditions that women are underrepresented in STEM careers. The Labour Force Survey Q3 2020 confirms that 14.5% of those working in engineering roles are women.

Distribution of men and women across pay quartiles



> Our results continued

All eligible employees received a bonus, as reflected in the results below.

Bonus Gender Pay Gap

	Median	Mean
Bonus Gender Pay Gap	0%	14.18%

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

Proportion of People Awarded Bonus Payments



93.50%*



88.52%*

*100% of eligible women and men received a bonus.

Those serving notice were excluded from receiving a bonus and not all new joiners met the eligibility criteria.

> Addressing our gender pay gap

Our employees are at the heart of our business. It is through people that we progress our strategy and ensure we realise our potential for growth.



Recruitment

We continue to recruit in an inclusive way to ensure gender neutral representation. Our Roke recruitment team work closely with the employee resource groups on diversity issues to ensure inclusion. We advertise our vacancies internally and on a range of different platforms to increase visibility to all groups. Our social media platforms feature blog posts from female employees in traditional male dominated areas to promote women at Roke and increased representation.

Unconscious bias training is being commissioned for all those involved in interviews.

Outreach

We hosted three schools in the Girls in Engineering event. The girls spent a day on activities facilitated by Roke colleagues and received microcontrollers. Activities this year were carried out remotely due to Covid restrictions and included programming a discord bot, a talk on the theory and use of Machine Learning for prediction and careers talks.

Career development

Our Talent Management Working Group, together with key stakeholders, developed new grading frameworks. The frameworks will support staff through development and progression using a clear path based on defined activities for each role.

In 2021, we ran a pilot of the new Mentoring at Roke scheme. The Scheme provides a formal framework to encourage personal and career development and supports our strategic goal to increase focus on talent management and succession planning. Moving forward, we will be able to track and report on any impact the scheme has had on women (numbers participating, impact on outcomes e.g. promotions).

➤ Addressing our gender pay gap continued

Women in Roke

The Women in Roke group continues to organise successful activities, including a virtual celebration of International Women's Day 2021, raising the profile of the theme #ChoosetoChallenge. Engaging activities included webinars and presentations, blog posts from engineers and managers sharing their experiences, views and celebrating inspirational women in history who have challenged the status quo.

Culture

We have commissioned a further culture review, to track the progress made in culture since the last review in 2018/19.

Employee Voice, our staff engagement survey, was launched in November 2019. It enables us to gain opinions and feedback anonymously and in real time. For this reporting period, women had a higher response rate (51% compared with 45% for men). Women also showed a higher 'positivity' score (75% compared to 71% for men).



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