

Roke Manor Research Ltd 2024 Gender Pay Gap Report

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

March 2025

Contents

Foreword	3	Encouraging more women into engineering careers	8
Gender pay gap vs. equal pay	4		
Gender pay gap at Roke	5	Increasing the number of women in leadership roles	10
Explaining our gender pay gap	6	Improving day to day support and engagement	12
Bonus gender pay gap	7		

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 2023 to April 2024

We were delighted to have seen an improvement in our Mean Gender Pay Gap data in a year that saw Roke grow from 926 employees to over 1,000. The proportion of women is steadily increasing from 20.7% to 21% and women are joining roles across all areas of the business, in particular this year saw more women join or progress to the upper and middle pay quartiles.

We acknowledge the rise in the Median Gender Pay Gap which indicates we need to do even more to attract, retain and support women to establish themselves and develop as well as achieve roles in more influential positions. At Roke we are committed to a welcoming workplace and culture offering opportunities for all and are active in encouraging more women into the engineering domain through STEM activities, as well as, in this reporting period, The Roke Academy and our Early Careers opportunities.

We encourage networking throughout our communities at Roke and in particular, events through Women in Roke to meet and talk to women in senior roles, providing role models to offer guidance and help other women steer their careers to success.

Our ongoing aim is to overcome barriers to entry and identify development opportunities to help women achieve success and fulfilling careers, offering progression to the highest levels and improve the balance of genders in our business.



Paul MacGregor, Managing Director



Sarah-Jayne Richardson, People Director

Paul MacGregor
Managing Director, Roke



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

4

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



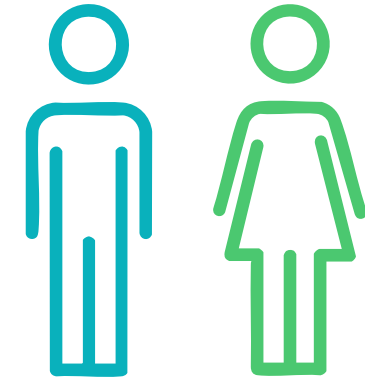
In this example
average hourly
pay for male
employees is £10.

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.



If a man is paid 10 and a woman is paid £8, in
this example 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?

5

Our mean gender pay gap has reduced in the last 12 months by 2.4%



The **mean gender** pay gap for Roke has dropped from 20.53% to 18.13%

18.13%

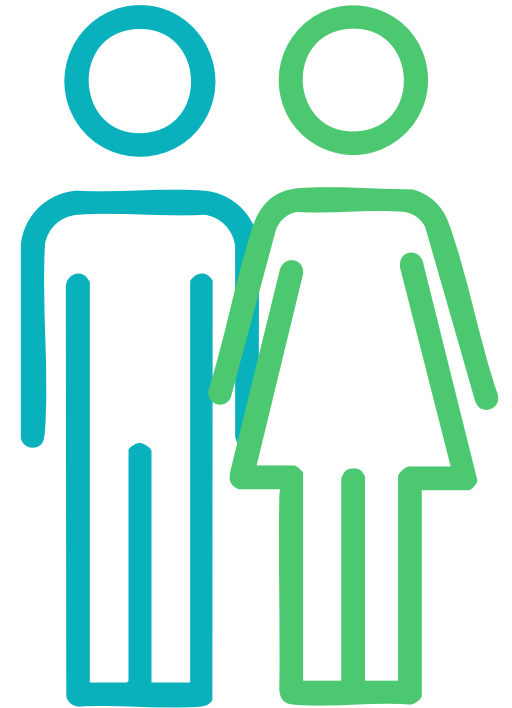
This is the difference between the mean (average) hourly pay rate for all male employees at Roke, and the mean hourly pay rate for all women. This is then expressed as a percentage of the mean hourly rate for men.

The mean and median figures can vary as the **mean** figure looks at all the pay rates for every employee added together, whereas the **median** looks at the mid point figure so not including the highest and lowest rates of pay.

The **median gender** pay gap for Roke has gone up from 21.42% to 29.52%

29.52%

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 2024.

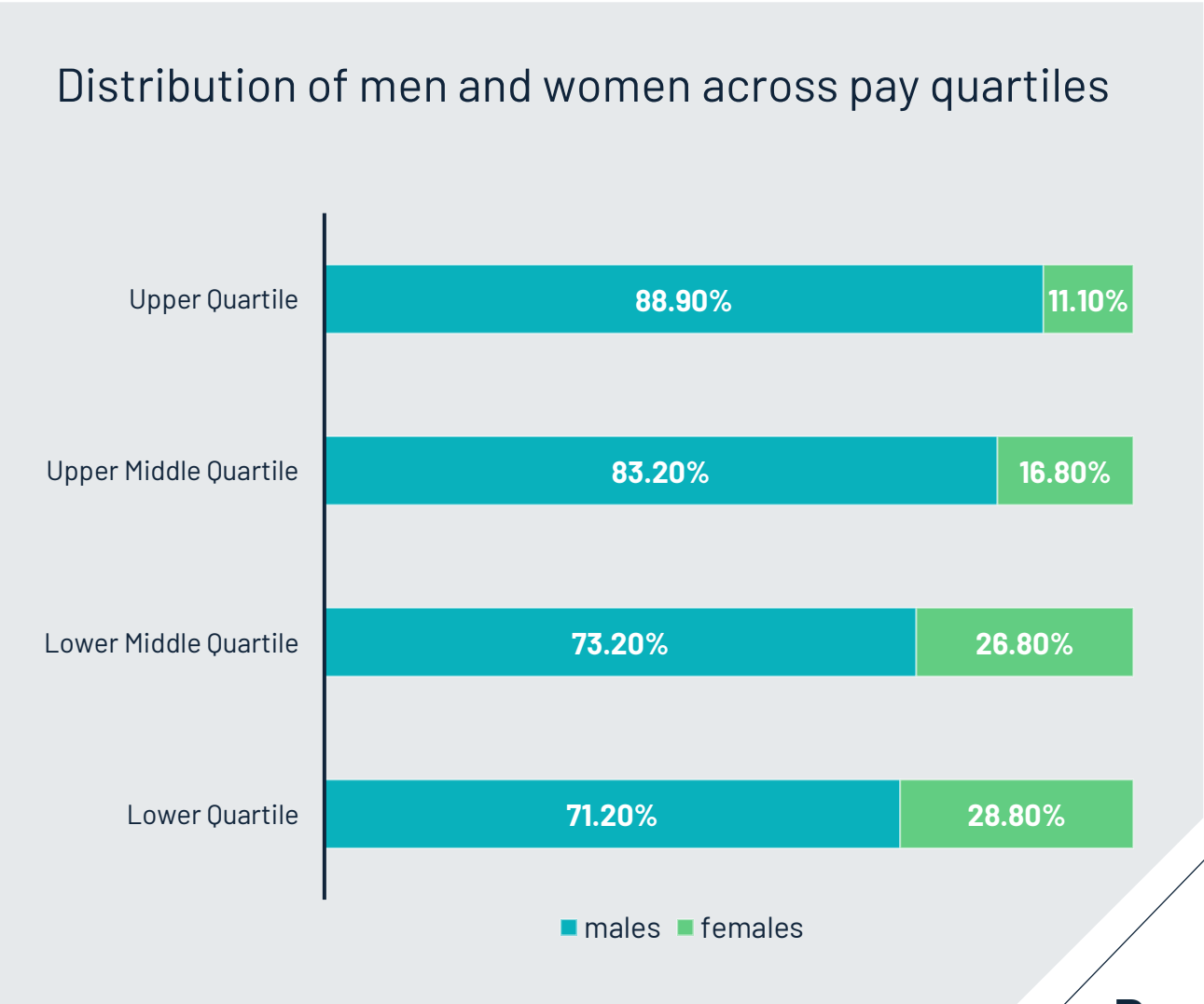
The mean gender pay gap has decreased from 20.53% in the previous reporting period to 18.13% so the gap in average earnings is reducing when comparing women’s average earnings to men’s.

The median gender pay gap has increased, from 21.42% to 29.52% meaning the middle value of men’s earnings has increased when compared to that of women’s reported last year.

The demographic split continues to reflect the challenge in our industry where significantly more men than women are employed in this sector, particularly at middle and senior management levels.

However, the distribution of women in the Upper Quartile has increased in this reporting year from 9.50% to 11.10% as well as in the Upper Middle Quartile which has increased from 15.30% to 16.80% reflecting women’s progression and appointments to more senior roles.

Whilst we are proud of our below industry average attrition rate of 9.2% in this reporting period, we recognise that this means it takes time to implement changes to the composition of our workforce.



Our results continued – April 2023 to April 2024

All eligible employees received a bonus.

The median gender pay gap has increased in this reporting cycle from 0.25% **to 6.25%** showing the mid-point bonus amount reducing for women. Bonus awards are linked to roles and results.

The mean bonus gender pay gap has increased from 37.29% **to 52.86%** showing the average amount of bonus paid to women being less in this reporting period, reflecting the higher number of men in management roles and in receipt of management bonus payouts.

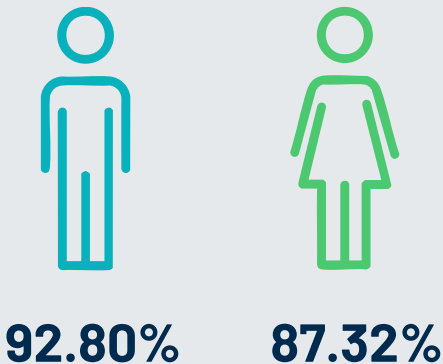
The proportion of women receiving a bonus has decreased slightly this year from 88.57% **to 87.32%**. However, 100% of Roke employees who were eligible under the bonus plan guidelines for this reporting period, received a bonus.

Bonus Gender Pay Gap

	Median	Mean
Bonus Gender Pay Gap	6.25%	52.86%

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



Encouraging more women into engineering careers



As a growing business with low voluntary attrition, we recognise the need to raise our profile and shout out about our great working environment and inclusive culture to widen the recruitment pool to attract and retain more women if we want to affect our employee population profile. This is a strategy that will take time to reflect in our gender pay gap data, but it sets a foundation for greater diversity and gender balance in the future.

During this reporting period **The Roke Academy** ran a 3rd cohort of career changers, of which 24% were women, compared to the 11.5% of women employees at Roke in engineering occupations. The cohort came from varying backgrounds and cultures and were determined to succeed in a completely new environment and role, all of which successfully graduated to pursue careers as Engineers.

Our **benefits** were reviewed to improve the culture and offerings to attract more women applicants and aid retention, this included our maternity policy which included an increase in the level of support for paid **maternity** leave to 100% pay for up to 18 weeks. Support for **menopause** was also enhanced with the set up of a 'Menopause - Hints and Tips' channel through Women in Roke with more information available through Private Health Insurance, Health Care Solution provider and Employee Assistance Programme support and our first menopause café was also held onsite at Romsey in February 2024.

Addressing our gender pay gap

Extensive STEM network across all our offices

Our extensive STEM outreach programme sees volunteers from across the business setting up events and interacting with schools.

For example, events to promote **the 'International Women in Engineering Day'** in June were:

- Woking STEM group engaged with 80 girls at the SATRO-STEM day which introduced them to new STEM careers which 69% of the girls didn't know about and 58% subsequently said they would be more interested in studying STEM subjects, demonstrating the impact of these events.
- A group of Roke STEM volunteers attended the NEC in Birmingham for the Big Bang Fair, the UK's biggest celebration of STEM open to all 10 to 13-year-olds from all UK state funded schools. This was Roke's first visit to this fair which was a great success.
- Another successful Girls in Engineering Day was run in May at Woking High School with 40 girls attending all-day sessions with four Roke STEM volunteers.



Girls in Engineering Day 2024

Increasing the number of women in leadership roles

Roke Operating Board (ROB)

Entering its 2nd year, this cross-business leadership team lead on the day-to-day management of Roke and have reviewed and implemented changes in areas including Wellbeing and Social Values, where they have been looking at how to make a positive difference to the environment and communities in which we operate. They launched a new talent management programme to identify talented women with great potential for the future, to support and aid their progression. This group recognises the importance of positive role models at a senior level and are pleased to confirm that in this reporting year women were represented from Finance, Innovation, HR and Intelligence.



Amy & Wendy
Members of the Roke Operating Board

Addressing our gender pay gap

11

Supporting Women to gain Leadership Roles

As part of the theme 'accelerate progress' our goal to support more women to move into influential roles and progress their careers at Roke, we funded 5 places on a '**Women advancing in leadership**' course which ran in June 2023.

A series entitled '**Woman of the Week**' to spotlight some of the **top 50 women in tech**, ran throughout the business from February to March 2024, this included Chantelle Bell who cofounded Syrona Women – a start-up that developed a device to allow women to test themselves for cervical cancer.

Amanda Phillips, Roke's new Investment Director joined in July 2023, with a background in corporate finance. Amanda has brought a wealth of experience at a senior level to the business to share and inspire others.

Our **promotions round** in this reporting period resulted in promotions for 21 women who made up 26.25% of the successful applicants, a higher % than the 21% population of women at Roke.



"Take the opportunities to keep learning, even if they take you out of your comfort zone".

Amanda Phillips, Investment Director

Improving how women are engaged and championed day to day

Employee engagement

An integral part of our people strategy is two-way engagement, and we continued to encourage our people to complete the employee engagement survey – ‘Employee Voice’. Employee Voice enabled 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) and in February 2024, 90% of respondents felt positive about Roke’s commitment to developing a diverse workforce. Our next reporting period will see the use of a different sentiment survey which we believe will reflect the thoughts and opinions of everyone in greater detail.

Internal Training

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

- An interactive 3-hour programme clarifying behaviours that are unacceptable and supporting an individual’s ability to ‘call it out’ or seek help. A new and up-dated version of which will be introduced in the next reporting period
- Unconscious bias training in our interview training for any employee who is part of the recruitment process

Our active **Women in Roke** Employee Resource Group encourages any employee interested in its aim of championing women to fulfil their potential to join them. This group 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 and highlight prominent women in tech to inspire others. Guest speakers are invited as part of their annual agenda, this included Alpha Amar in January 2024, Alpha is an independent non-executive director of Chemring Group. This session was a motivating and insightful opportunity to learn from Alpha’s remarkable career journey and gain valuable advice on how to succeed and compete.

Thank You

If you have any questions, please email us at:
info@roke.co.uk

