

# **Roke Manor Research Ltd**

## **2020 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; embracing diversity, tolerance, and inclusivity. We recognise that our culture must be one that allows our people to be themselves and excel, regardless of gender. It's all part of our One Roke ethos.**

Whilst our gender pay gap has improved slightly from last year, we recognise that there is still work to do. We have made some progress, especially in the early careers space where the number of female graduates and apprentices continues to increase. Our goal is to achieve a genuinely inclusive environment for all our employees.

Ongoing initiatives such as the Women in Roke employee resource group and the introduction of our Roke Behaviours help to improve our gender balance. Our continued outreach with the Royal Academy of Engineering (RAENG) and their Graduate Engineering Engagement Programme also enhances our feedback so we can define future activity and investment.

Women now make up 20% of the Roke workforce. This gender imbalance reflects our long history of operating in a male dominated sector where only 19% of tech workers are women. In the UK, there are only around 50,000 women in engineering roles compared to 500,000 men. This figure has doubled in the last ten years and means that the gender pay gap cannot be achieved overnight.

We're confident that it will change over time and we're intensifying our efforts to narrow our gender pay gap further. Reporting annually allows us to address the reasons behind it and establish meaningful targets.

We will strengthen our internal networks to eliminate any unconscious bias in our systems, processes and policies and inspire everyone at Roke to foster a culture of inclusion and diversity at every level. We'll also continue to tackle the root causes of gender imbalance by sponsoring and engaging across all Employee Resource Groups.

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 an inclusive environment in which all Rokies can succeed.



**Paul MacGregor**  
Managing Director



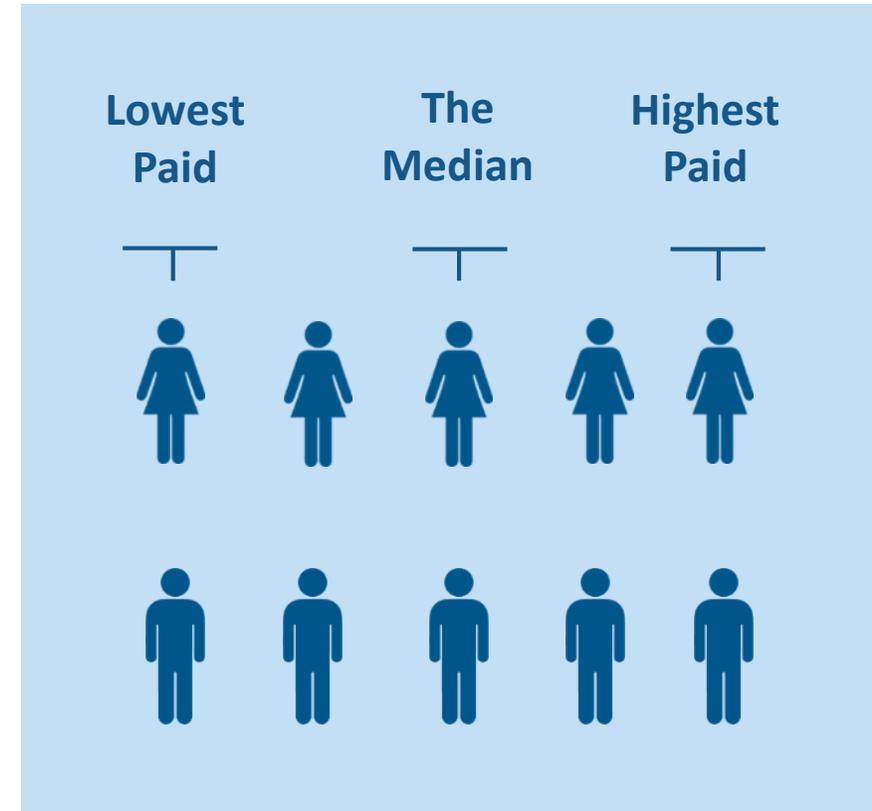
**Sarah-Jayne Richardson**  
People Director

# 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

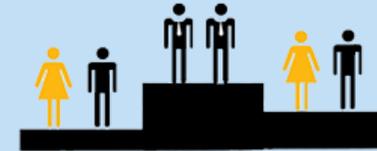


Illegal in the UK



## 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

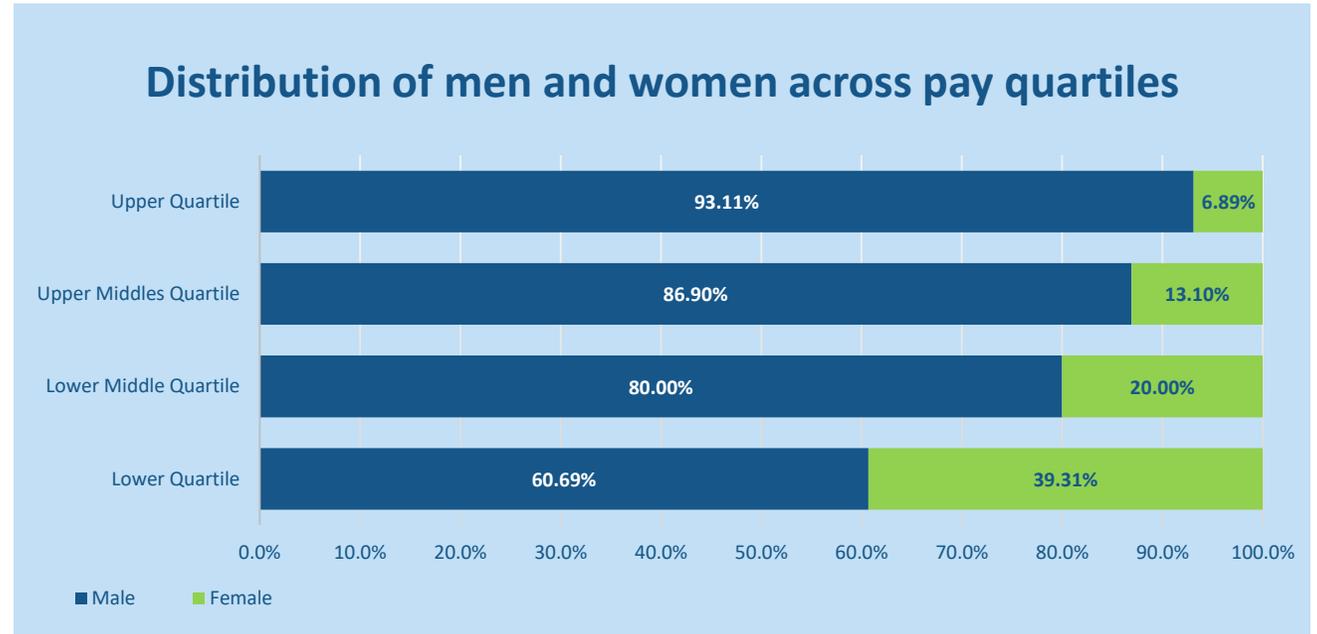
The data illustrates the gender pay gap for our employees as of April 2020.

**Gender Pay Gap**  
**Mean 24.7%**  
**Median 31.92%**

The gender pay gap has improved slightly from last year. The mean has reduced from 28.96% to 24.7% and median from 32.32% to 31.92%.

Overall, women currently represent 20% of Roke's employee base. This is an improvement of 2.5 percentage points from the last report in 2019 and reflects the nature of our business and sectors in which we operate where there are less women in engineering roles.

The proportion of women in our apprentice and graduate intake has increased and a higher proportion of women achieved promotion. This reflects activities to drive diverse candidate attraction in the early careers space.



# Our results continued

All employees are eligible for a bonus depending on individual performance, as reflected in the results below.

## Bonus Gender Pay Gap

	Median	Mean
Bonus Gender Pay Gap	27.92%	46.32%

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



90.96%\*



80%\*

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

However, not all employees were eligible for a bonus in this reporting year. Those serving notice were excluded and not all new joiners met the eligibility criteria. Due to the gender mix in our workforce, more men than women received a bonus which is reflective of the industry in which we operate.

# 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.**



## Culture

Our focus on people continued throughout this reporting period. This included training on unconscious bias. In addition, ‘Bring your child to work day’ gave children the opportunity to visit the workplace to learn about Roke and the sector that we work in and broaden their views of opportunities at work.

2020 saw the introduction of Roke Behaviours. These support our vision and reflect what we do and how we behave. They set expectations as well as distil the behaviours that we expect from our colleagues. ‘One Roke’ embraces diversity and promotes respect and inclusivity across our workplace.

Roke behaviours are integrated into our performance conversations process to encourage ongoing discussions around how colleagues ‘live’ these behaviours.

## Outreach

We continue working with the Royal Academy of Engineering (RAENG) and their Graduate Engineering Engagement Programme. We are also part of a steering group giving advice on how to engage with students. We attended speed dating style sessions and spoke to students from a variety of backgrounds to promote a career in engineering.

Girls in Engineering Day 2019 showcased the variety of involving work for engineers at Roke, inspiring girls from local schools to pursue a career in this profession.

## 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.

# Addressing our gender pay gap continued

## Early careers

The number of female graduates and apprentices continues to increase in our early careers programmes. 24% of graduates are women (an increase from 15.6% last year). 22% of apprentices are women (an increase from 20% last year). Recruiting more women at early careers stage will not have an immediate impact on the gender pay gap but is a long term strategy. As women progress through the organisation, their salaries will increase and reduce the gender pay gap over time.

## Career development

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 staff in traditional male dominated areas to promote women at Roke and increased representation.

## Women in Roke

The Women in Roke group was formed in 2019. They organised many successful activities, including a celebration of International Women's Day 2019, raising the profile of the theme #EachforEqual. Engaging activities included blog posts from female engineers, speakers and diversity panel discussions. The group also secured a guest speaker as part of National Inclusion Week who shared her experiences of a successful career as a women in engineering and IT.

In addition, the Women in Roke group conducted a review of Roke's flexible working policy which resulted in improvements that benefit all colleagues.