

Roke Manor Research Ltd 2025 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 2026

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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.

Foreword: A review of the year April 2024 to April 2025

We are delighted to have seen an improvement in our both our Mean and Median Gender Pay Gap data over this reporting period, **down** by **3.13%** and **10.22%** respectively. We also saw the **elimination** of the Bonus Gender Pay Gap (Median) and a decrease in the Bonus Gender Pay Gap (Mean) by **31.76%**, reflecting our efforts to ensure employees are rewarded fairly. We will always be an organisation where merit is recognised and rewarded, all our people decisions will be fair and unbiased, fostering an environment where everyone can succeed, regardless of gender.

The year saw Roke maintain its proportion of women employees at **21%**. Women continue to join Roke in roles across all areas of the business, and this year again saw more women join in or progress to the upper and middle pay quartiles, reflecting the opportunities for career development within Roke.

At Roke we are committed to being a welcoming workplace and culture, offering opportunities for all and are active in encouraging women into the engineering domain through our STEM activities. We have grown our network of local schools and colleges, offering more work experience placements and introducing placements for college age students as well as school age pupils.

Marc Overton , Managing Director

Sarah-Jayne Richardson, People Director

Marc Overton
Managing Director, Roke



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

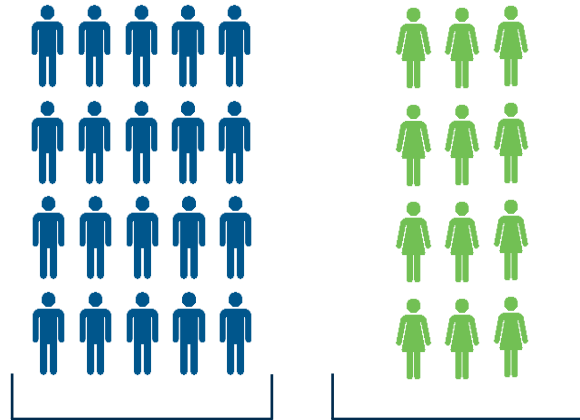
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The gender pay gap is the difference between what men typically earn in a business compared to what women earn, regardless of their role or seniority.

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



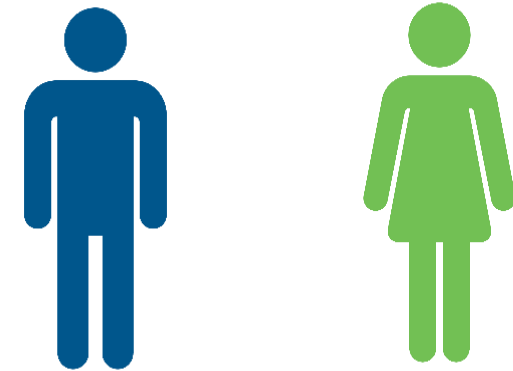
In this example
average hourly pay
for male employees
is £10.

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**.

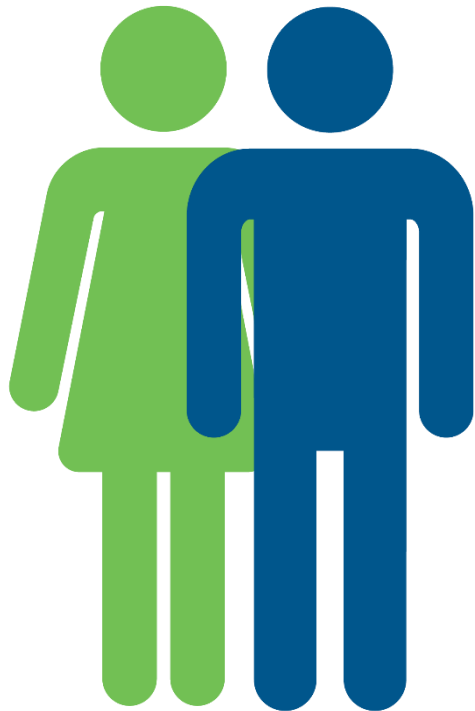
We do not have an equal pay gap in Roke.

What is our Gender Pay Gap?

A gender pay gap is an equality measure that shows the difference in average earnings between women and men

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Our mean gender pay gap has reduced in the last 12 months by 3.13%



The **mean gender** pay gap for Roke has **dropped** from 18.13% to 15%

15.0%

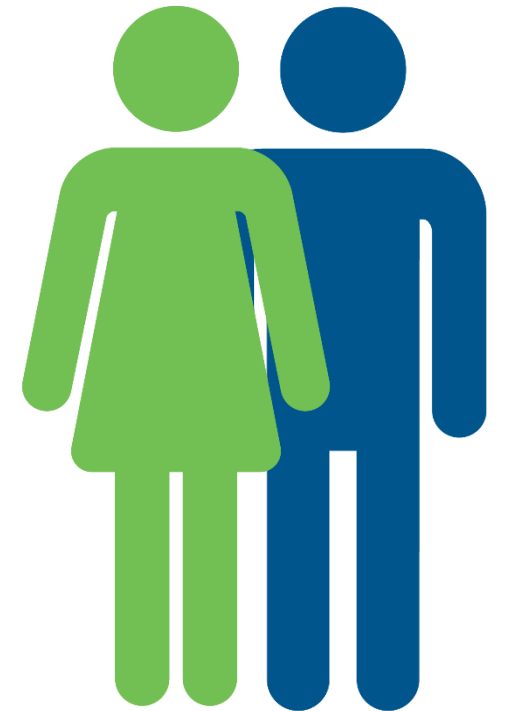
This is the difference between the mean (average) hourly pay rate for all male employees at Roke, and the mean hourly pay rate for all women. This is then expressed as a percentage of the mean hourly rate for men.

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 **down** from 29.52% to 19.30%

19.30%

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 2025

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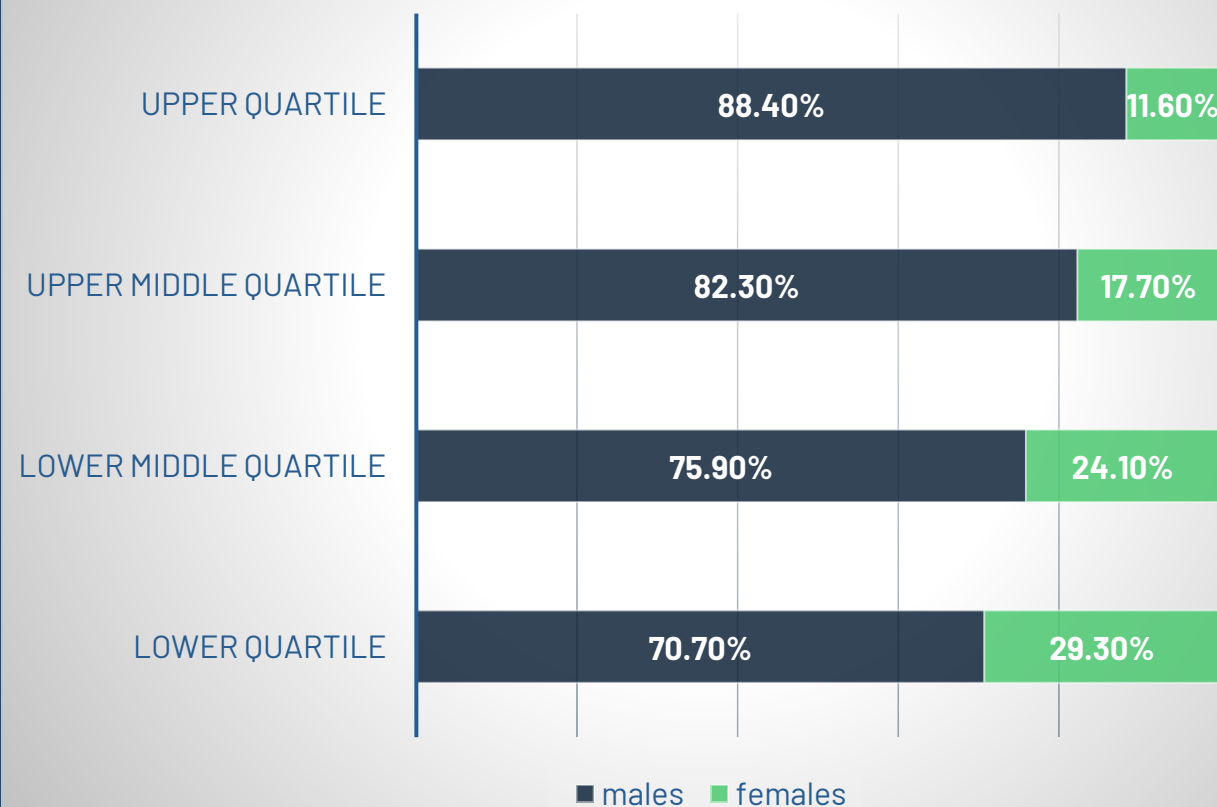
The mean gender pay gap has decreased from 18.13% in the previous reporting period to 15%, showing the gap in average earnings is reducing when comparing women's average earnings to men's.

The median gender pay gap has decreased, from 29.52% to 19.30% meaning the middle value of male earnings has decreased when compared to that of female earnings 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, Roke are seeing more women represented in the Upper Quartile which has increased in this reporting year from 11.10% to 11.60% as well as in the Upper Middle Quartile which has increased from 16.80% to 17.70% reflecting further career progression and appointments to more senior roles.

Distribution of men and women across pay quartiles



Our results continued

April 2024 to April 2025

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Bonus Gender Pay Gap **0% (Median)**

	Median	Mean
Bonus Gender Pay Gap	0%	23.10%

The median bonus gender pay gap shows the bonus pay difference between men and women, irrespective of their role

Proportion of People Awarded Bonus Payments



95.20%



95.60%

The median bonus gender pay gap has **decreased** in this reporting cycle from 6.25% **to 0%**. This significant reduction in the Median reporting data reflects a gender-neutral bonus award paid equally to qualifying roles and calculated pro rata.

The mean bonus gender pay gap has also decreased from 52.86% **to 23.10%**. Bonus awards in this data set are defined by the job role, not the individual and is determined as a % of salary.

The proportion of women receiving a bonus has also increased this year from 87.32% to **95.60%**. All Roke employees who were eligible under the bonus plan guidelines for this reporting period received a bonus.

Addressing our gender pay gap

1. Encouraging more women and new talent into engineering careers

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

In October 2024 Roke's Manchester STEM group engaged with around 80 girls who were part of 300 girls participating in the CyberFirst MEGA event at Old Trafford. They created a unique modern art gallery by programming microbit-bots to draw and create shapes which the girls then illustrated and enhanced, showcasing the fusion of human creativity and technological innovation, highlighting the outside of the box thinking involved in the problem-solving skills which are required in cyber.

In September 2024, an Early Careers Professionals (ECP) cohort of apprentices joined Roke and took part in a 6-week boot camp to introduce them to the business and their various university apprenticeship courses. One of these ECPs was Molly, who joined Roke from the Summer Internships Scheme held over July and August 2024. Molly is Roke's first Graduate Apprentice, she is undertaking a Level 7 Masters Apprenticeship in Systems Engineering, as opposed to a Level 6 Degree Apprenticeship. It's fair to say she has firmly grasped the opportunity and is smashing it!

"Alongside interesting and challenging technical work, I have been able to work with some brilliant engineers and meet great people at Roke"

Molly, Graduate Apprentice



Addressing our gender pay gap

2. Increasing the number of women in leadership roles

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Supporting Women in gaining Leadership Roles

Leadership activity: An in-house senior leader course, 'Management & Leadership Development Programme: Senior Leader', accredited by the Institute of Leadership, was introduced in Roke during this reporting period, with a cohort starting in January 2025 to develop leadership skills across the business. Twelve participants occupying relevant senior positions, including women represented across engineering and support roles, comprised this cohort to undertake the 6-month course.

Featured Employee:

Sarah Boshier, seconded to the role of Head of Change at Roke, leading on a major systems transformation programme to bring in more efficient and user-friendly systems at Roke – gave her thoughts on this secondment and the prospects it offers for her development: "Moving into the Head of Change role has been a great opportunity for my career – not just in terms of personal growth but in providing an opportunity to demonstrate the value of having women in senior roles helping shape strategic transformation and leadership. It's enabled me to gain greater visibility across Roke, creating a wider reaching and more diverse network. The support that I have been provided while in this role has helped confirm I am providing value against the objectives of what the role needs to achieve, whilst helping me develop."

Our **promotions round** in this reporting period resulted in promotions for 16 women who made up 22% of the successful applicants; a slightly higher percentage than the 21% population of women at Roke, which is higher than the industry average of 16.9% in engineering and tech professions in the UK (IGEM & EngineeringUK, 2024).

"Moving into the Head of Change role has been a great opportunity for my career."

Sarah Boshier



Addressing our gender pay gap

3. Improving female engagement and how women are championed day to day

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Employee engagement

Our people and culture at Roke are integral to who we are and form an important component of our business. To help maintain an inclusive working environment and seek opportunities to improve this, we introduced a new sentiment survey in June 2024; 'We Are Roke', our employee engagement survey. Facilitated by 'The Happiness Index' this enabled us to gain opinions and feedback anonymously and in real time. The response rate for this survey was significantly higher from women – 81.7% compared to 76.3% by men. We received some great feedback (a few comments shown on the right) with a 77.4% engagement rate overall. In this survey, 92% of employees said they got on well with people at work and 86.5% said they enjoyed working with their team, reflecting the friendly and welcoming culture for all at Roke.

Internal Training

Throughout the year Roke sought to ensure all employees are protected from inappropriate behaviour, sexism or bias. In this reporting year we introduced new mandatory online Sexual Harassment Training, with a top-down approach to cascade this across Roke to ensure it is completed by every member of staff in line with legislation. We continue to ensure all employees involved in recruiting new employees receive effective interview training covering the prevention of bias.

Women's Health & Wellbeing

As part of our ongoing support and attraction of women to join Roke, providing an inclusive culture and working environment, as well as understanding the challenges for women's health throughout their working life is important to us. Roke supports wellbeing initiatives and continually provides information and guidance in areas such as menopause and menstrual health, encouraging open discussion and the provision of current topics through links such as 'Menopause Matters' and 'NICE Menopause – Diagnosis & Management'. In addition, our Employee Assistance Programme also provides menopause awareness and support resources, including a podcast exploring the different stages including symptoms and treatment.

'Great environment, great people' & 'Fantastic team and people I work with'

Anonymous survey quotes Jun 2024



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