

Roxel UK Gender Pay Report 2025

Management Information

STATEMENT FROM ROXEL UK MANAGING DIRECTOR

At Roxel we are committed to creating, promoting and ensuring fairness and equality in the workplace for all. We are committed to a work environment that is inclusive, diverse and supportive because we recognise that having diverse teams leads to better achievements and success for all.

As a defence organisation, we operate in an industry that continues to be male dominated, but we are pleased to report that our gender representation is 22.10% of females compared to the industry which is reported at 11.4%¹. For Roxel, having more women in roles across the business is important for our success.

I am pleased to report that our median pay gap is 8.53% compared to the UK median pay gap of 13.1%². Whilst this is positive, we recognise that this result could be improved and we are committed to actions to close this gap.

I confirm that the data published in this report is correct in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Adrian Banks
Managing Director UK

GENDER PAY GAP AND EQUAL PAY

The gender pay gap is the difference between average male and female pay across the organisation and across all roles.

Equal pay means that men and women receive the same pay for carrying out the same work or equivalent work. Having a gender pay gap does not mean that men and women at Roxel are not receiving equal pay.

We are committed to ensuring that our employees are paid fairly, regardless of gender. 2024 was the first time that Roxel was required to publish our gender pay gap.

The methodology for gender pay is shown on the next page, showing the percentage difference in average pay and bonuses for all employees.

GENDER PAY GAP REPORTING METHODOLOGY

Mean Hourly Pay Gap*

The difference between the mean (average) pay for female employees and male employees on 5th April 2025

Mean Bonus Pay Gap^

The difference between the mean (average) bonus pay for female employees and male employees in the 12 months to April 2025

Quartile Pay Bands

The proportions of employees in each 25% of the pay structure for their hourly rate

Median Hourly Pay Gap*

The difference between the median (mid-point) average pay for female employees and male employees on the 5th April 2025

Median Bonus Pay Gap^

The difference between the median (mid-point) average bonus pay for female employees and male employees in the 12 months to April 2025

Bonus Proportions

The percentage of employees who were paid a bonus

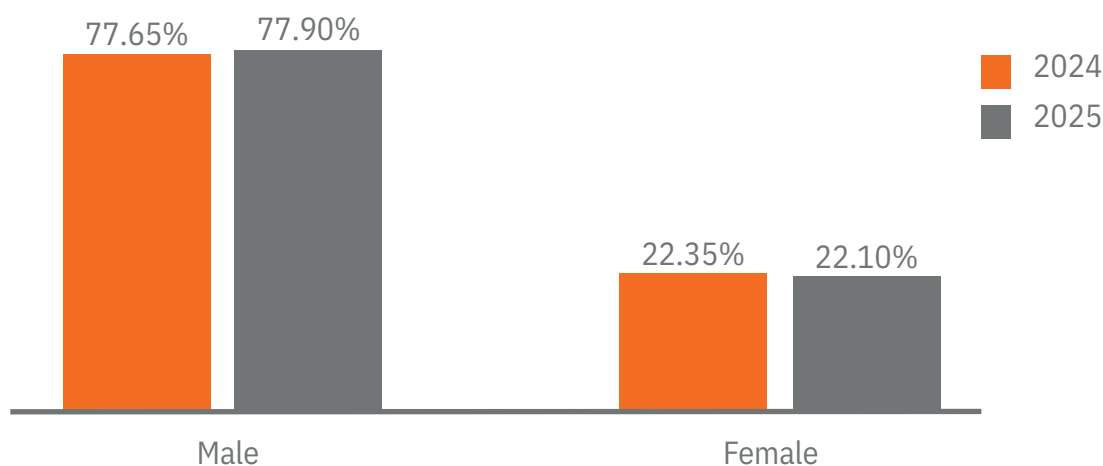
***Hourly pay:** including basic salary, allowances, salary sacrifice benefit deductions and bonus payments in the April 2025 Payroll. It excludes employees on leave with reduced pay, such as statutory maternity, paternity, adoption nor shared parental leave, unpaid leave or long-term sickness.

^Bonus Pay: includes payments for performance, profit-sharing and recruitment. It does not take into account bonus pay for new starters, part-time employees or career breaks.

Gender Pay Gap Data

GENDER REPRESENTATION IN ROXEL UK

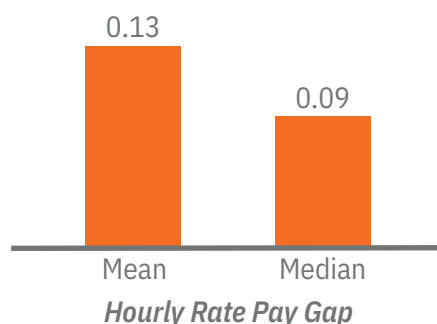
Female representation has remained flat, at 22.1% compared to 22.35% in the previous year.



Gender Representation

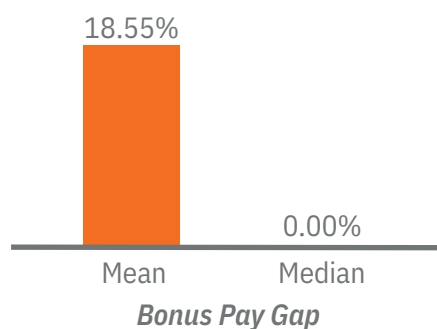
HOURLY PAY GAP

The following graph shows the mean and median pay gap on 5th April 2025 between male and female employees.



BONUS PAY GAP

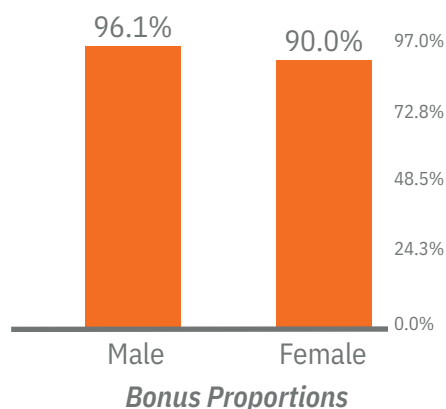
The following graph shows the mean and median bonus gap on 5th April 2025 between male and female employees.



BONUS PROPORTIONS

The percentage of employees who receive bonus pay. Employees by gender who received a bonus in the 12 months to 5th April 2025 compared with the same period in the previous reporting period.

All Roxel Employees are eligible for an annual bonus scheme. Employees who did not receive a bonus are new employees who joined after the end of the relevant bonus year (January to December).



HOURLY PAY QUANTILES

The pay quartiles show where employees by gender in the hourly pay quartiles.

In 2025, Roxel have continued to develop the strategy to ensure a diverse and inclusive workplace and will continue to champion equality in the workplace which including championing gender balance improving female representation at all levels of our organisation.

Female Representation %	
Lower	22.4%
Lower Middle	28.8%
Upper Middle	28.8%
Upper	10.6%

¹<https://www.dodsdiversity.com/news/lessons-from-female-leaders-in-the-uk-defence-sector>

²<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2024>