



GENDER PAY GAP REPORT

2018

INTRODUCTION



John O'Reilly
Chief Executive,
The Rank Group Plc

This is the second year of Gender Pay Gap reporting for Rank and we are pleased to have the opportunity to publish an update on how our efforts to close the gap have progressed.

We continue to be committed to the principle of equal opportunities and equal treatment for all colleagues which includes paying individuals equally for the same or equivalent work.

A DIVERSE WORKFORCE WILL HELP US:



Win the war
for talent



Increase employee
satisfaction



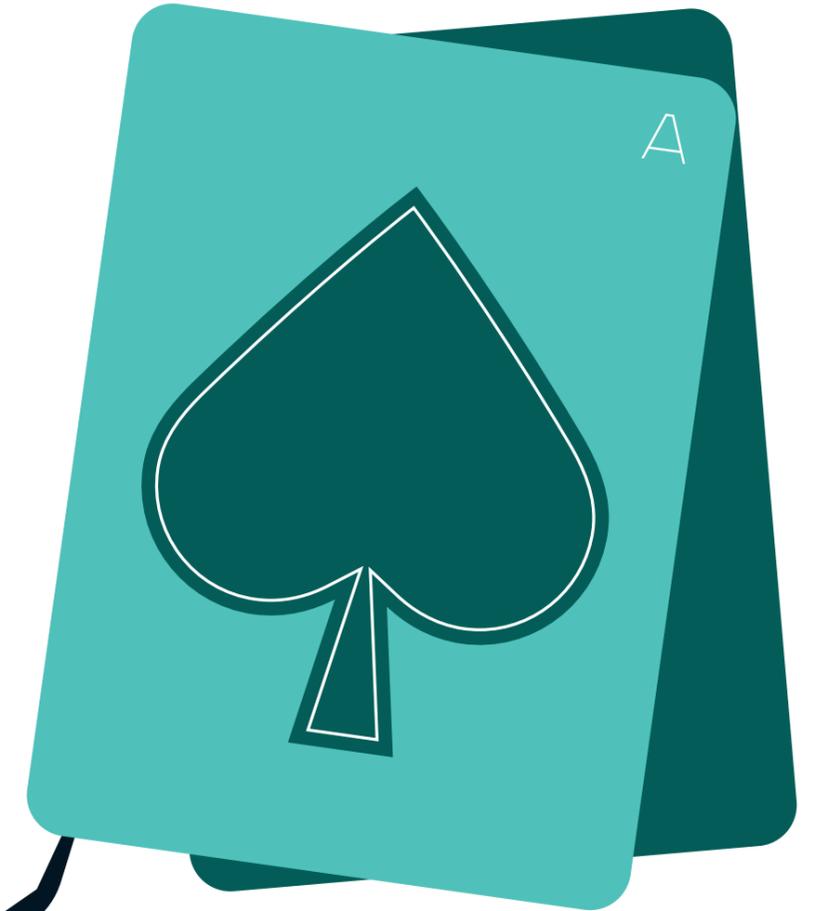
Improve the quality
of our decision making



Improve Rank's image
and licence to operate



Increase innovation
and customer insight



GENDER PAY GAP

METHODOLOGY

- If all company employees were lined up in a female line and a male line, in order of pay from highest to lowest, the median gender pay gap compares the pay of the female in the middle of their line and the pay of the man in the middle of their line.
- Because different jobs pay differently and the number of men and women performing these jobs varies, a gender pay gap exists.
- The mean gender pay gap shows the difference in the average hourly rate of pay between men and women in a company.
- This is different from 'equal pay', which is the difference in pay between men and women who carry out the same or similar jobs.

GENDER PAY GAP



	2018	2017	CHANGE
MEAN	13.5%	13.8%	-0.3%
MEDIAN	5.8%	7.5%	-1.7%

The above table shows the Median Gender Pay Gap for the Rank Group for the reporting period 5 April 2018 and how it compares with the previous reporting period, 5 April 2017. We believe the positive movement in closing the gender pay gap across the Group demonstrates that our ongoing fair and equitable practices are continuing to drive positive change across our business.

GENDER BONUS GAP



	2018	2017	CHANGE
MEAN	49.1%	39.0%	+10.1%
MEDIAN	8.6%	27.2%	-18.6%

The Mean Gender Bonus gap has widened due to the reduced number and value of bonuses being paid to women as compared to the previous year. This is somewhat due to the performance of individual business units against annual targets, taking into account a backdrop of a challenging operating environment. Naturally, this will be an area of focus as we move forward and we will continue to ensure that we offer the appropriate bonus earning opportunities to women across our business in an attempt to close this gap.



GENDER PAY GAP CONTINUED

OVERVIEW

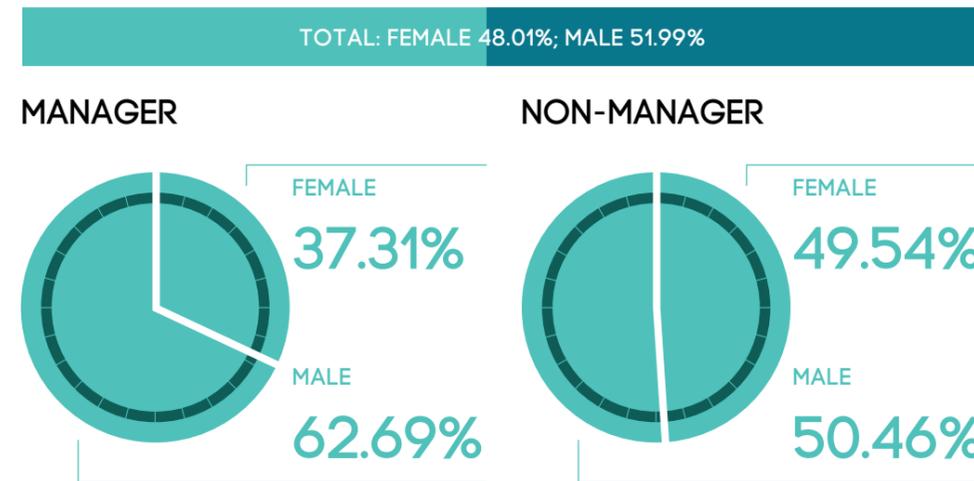
We are confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work. As with many organisations, the key factor behind our gender pay gap is the balance of men and women across job levels and the salaries these roles attract. More men than women are in senior roles (especially the very senior roles), while more women than men are in front-line roles.

Women are also more likely to work part time, and/or flexible hours, and many of the jobs that are available across the UK on a part time basis are relatively low paid. This pattern is reflected in the make-up of our workforce, particularly in our retail operations, where the majority of customer facing roles are held by women, while a higher percentage of senior manager roles are held by men.

While our gender pay gap for the overall Group compares positively against organisations both across the whole UK economy and within the Gambling and Betting sector, we are not complacent.

We are committed to doing everything that we can to reduce the gap and address the balance of men and women employed in roles across the various job levels in the organisation. As a reminder of our ongoing commitment to gender equality, on the next page are initiatives we have in place.

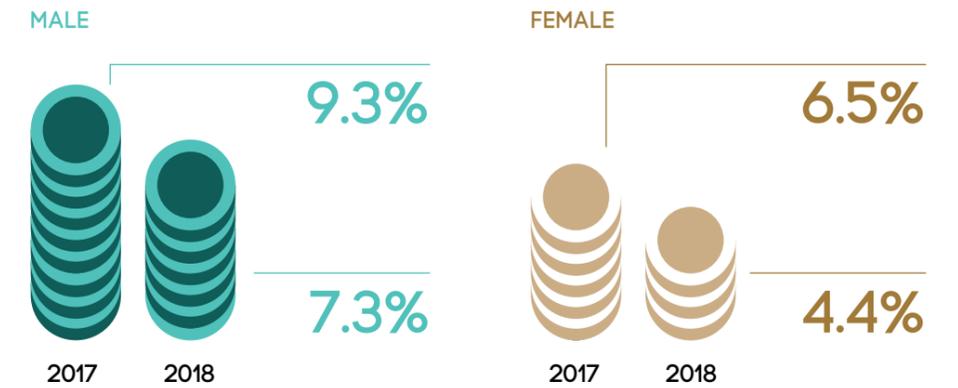
GENDER SPLIT



GENDER SPLIT BY PAY QUARTILE



PROPORTION OF EMPLOYEES RECEIVING A 2018 BONUS



The reduction in the number of bonuses paid to our colleagues reflects the challenging business performance for last year.



REWARD & TALENT STRATEGY

RANK'S TALENT STRATEGY

To address the gender imbalance as individuals progress up our management structure, we have several initiatives to support senior women and their careers.

The introduction of our objective talent assessment process (BeTalent), ensures we identify and select those with the most potential to develop so as to limit the impact of conscious and unconscious bias. Furthermore, those identified as high potential, receive a bespoke development plan to facilitate their ongoing career development using internal and external sources.

We have introduced a High Potential Sponsorship Programme which targets females across the organisation and offers them the appropriate support to develop their careers. As part of this initiative the executive committee have individually committed to the sponsorship of an individual on the programme.

FAMILY SUPPORT POLICIES

We have a variety of family support policies including flexible working which seeks to enhance the working lives of colleagues by offering alternative working patterns to help them strike a balance between their work and personal commitments. Flexible working may include variations to hours of work, working from home or job shares, all of which can help support work-life balance.

TIME-OFF FOR DEPENDANTS

We recognise that colleagues with family responsibilities sometimes have conflicting demands between family life and work responsibilities. The provision of time off for emergency situations involving dependants helps colleagues manage clashing and often stressful claims on their time and attention. We launched a holiday purchase scheme in 2018, offering colleagues the opportunity to buy up to 5 days of additional holiday in the year, providing a benefit to support a better work/life balance by enabling them to take additional time off.



REWARD & TALENT STRATEGY CONTINUED

COMPANY MATERNITY PAY

We do all that we can to support, retain and enhance the careers of females in senior positions across the organisation. We offer enhanced maternity leave pay, which consists of 26 weeks' full pay at the outset of these periods of leave for women in leadership/management roles or our 'pathway' positions into senior management.

COACHING AND MENTORING

We run a coaching and mentoring scheme, where those with high potential – many of them female – can access support and guidance from senior colleagues. This provides opportunities for professional and personal development as well as promoting networking across the Group.

We, in partnership with The Everywoman Network, are focusing on how we can ensure future generations of business women have every opportunity to fulfil their potential and reach the very top of their organisations. Everywoman provides workbooks, webinars, articles and videos on a wide range of development topics including:

- Developing leadership behaviours;
- Executive presence;
- Managing upward with success;
- Promoting yourself; and
- Career planning.

In addition, we have implemented a Diversity Calendar, offering events across the year to encourage individuals to discuss key issues, both relating to factors inside and outside of the organisation, which impact on diversity and inclusion. This allows us to look beyond gender and extend support to other minority groups within Rank.

TRAINING

We provide comprehensive training to colleagues across the business with a particular focus on the senior population and high-performing individuals, many of who are female. This includes support to enable eligible colleagues to study for professional qualifications, enhancing their technical expertise and professional standing in functions such as accountancy.

We have delivered unconscious bias training to the board, executive committee and senior leadership teams across the organisation and are committed to implementing this within the broader organisation through the use of 'Diversity Champions'.



REWARD & TALENT STRATEGY CONTINUED

UNDERSTAND TRENDS

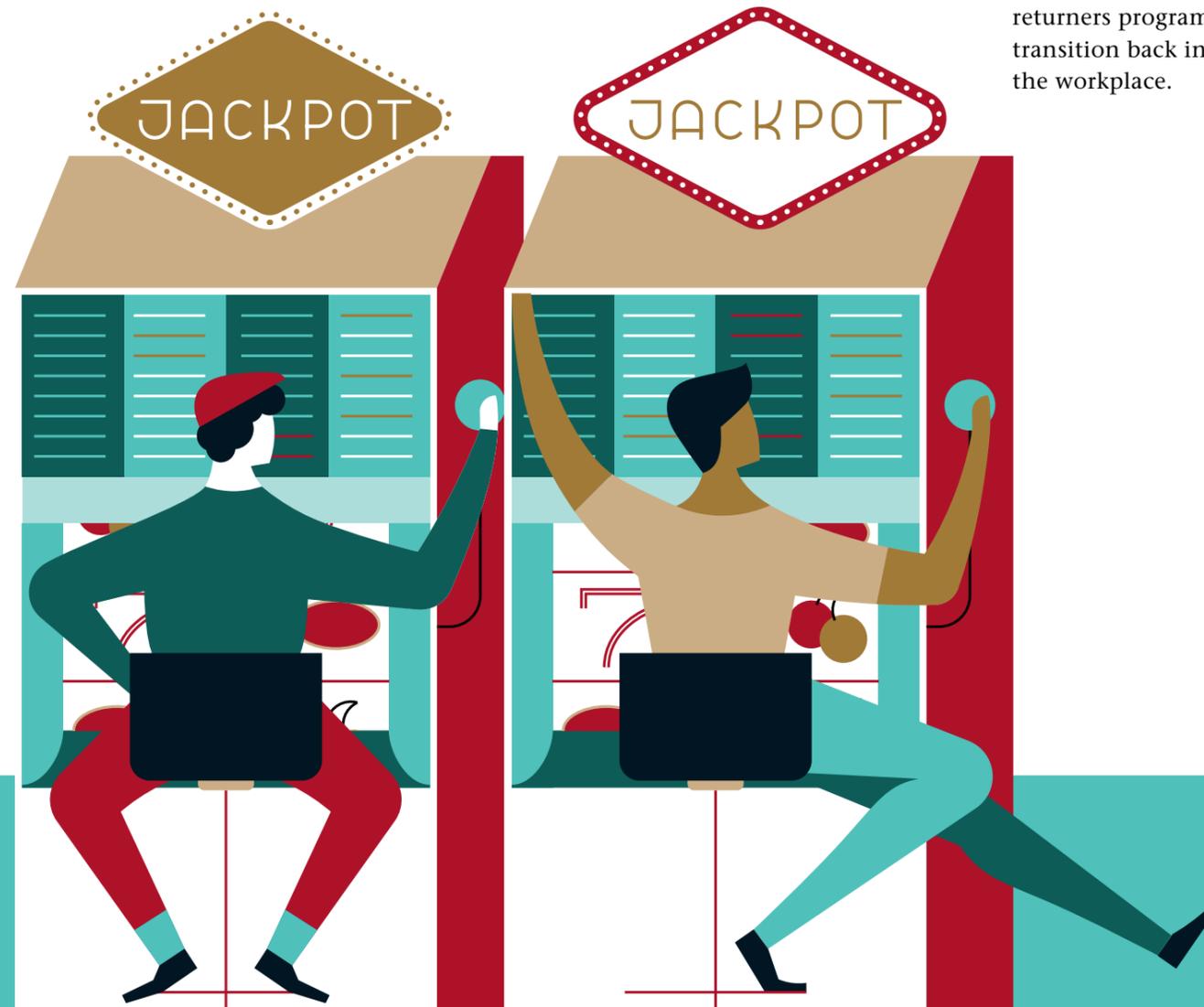
We continue to review the whole organisation to identify potential barriers (and the drivers) for women as they progress their careers, covering areas such as:

- The proportion of men and women applying for jobs and being recruited;
- The proportion of men and women applying for and obtaining promotions;
- The proportion of men and women leaving the organisation and their reasons for leaving;
- The number of men and women in each role and pay band;
- Take-up of flexible working arrangements by gender and level within the organisation;
- The proportion of men and women who return to their original job after a period of maternity or other parental leave; and
- The proportion of men and women still in post a year on from a return to work after a period of maternity or other parental leave.

This approach allows us to identify issues and take any remedial actions to promote gender diversity in all areas of its workforce.

RECRUITMENT

To safeguard against any unconscious bias we have committed to having at least one female on the shortlist for all senior appointments. In addition, all senior appointment selection panels are gender balanced to ensure a fair and equitable process.



EXTERNAL

We have signed up to PwC's Diversity in the Hospitality, Travel and Leisure Charter which requires our leaders to sign up to ten diversity commitments. Furthermore, we are an active contributor to WiH2020, which promotes diversity in Hospitality, Travel and Leisure. This included us committing to the inaugural "Come back to HTL" initiative which is the first ever cross-industry returners programme which helps individuals make the successful transition back into an organisation after a period of time out of the workplace.



GENDER PAY GAP DATA

GENDER PAY GAP DATA ON RANK'S FOUR LEGAL ENTITIES AS AT 5 APRIL 2018

	Hourly gender pay gap difference (%)		Proportion of men/women in quartile pay bands (M%/F%)				Bonus gender Difference (%)		Proportion of employees receiving bonus (M%/F%)
	Mean	Median	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile	Mean	Median	
Mecca Bingo Limited	12.9	4.6	29.7/70.3	33.7/66.3	33.1/66.9	46.3/53.7	23.0	40.0	8.3/1.4
Grosvenor Casinos Limited	5.5	3.0	53.5/46.5	59.2/40.8	60.5/39.5	67.1/32.9	-25.1	-24.9	2.0/1.0
Grosvenor Casinos (GC) Limited	6.4	2.6	54.6/45.4	61.6/38.4	58.6/41.4	66.6/33.4	-26.3	-71.1	3.3/1.9
Rank Gaming Division Limited	30.6	19.0	44.4/55.6	36.5/63.5	52.4/47.6	69.2/30.8	63.9	50.0	58.3/54.1
Entire UK Group	13.5	5.8	43.0/57.0	51.2/48.8	50.8/49.2	62.9/37.1	49.1	8.6	7.3/4.4

The data in this document is accurate and in line with the Government reporting regulations.

