



# GENDER PAY GAP REPORT

2017 



# INTRODUCTION



Henry Birch  
Chief Executive,  
The Rank Group Plc

29 March 2018

Rank understands the importance of attracting, hiring and keeping the best people if we are to meet our performance targets and deliver profit growth.

Rank also acknowledges that the talent available to companies is changing and that successful businesses need to recruit from a broader more diverse talent pool to ensure the best talent is appointed and retained.

## A diverse workforce will help us:



Win the war  
for talent



Improve the quality  
of our decision making



Increase innovation  
and customer insight



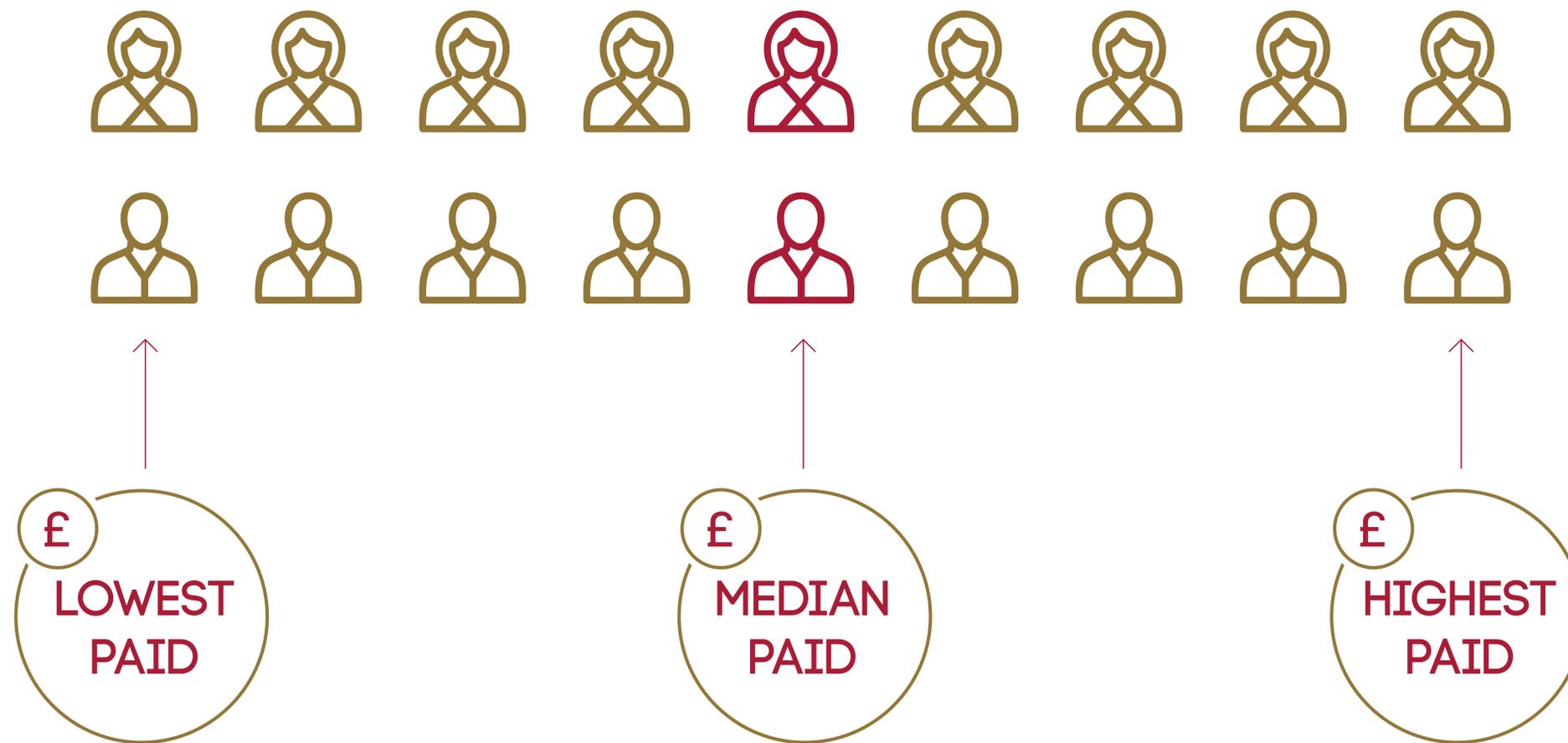
Increase employee  
satisfaction



Improve Rank's image  
and licence to operate

Rank is committed to the principle of equal opportunities, equal treatment for all employees, and paying employees equally for the same or equivalent work.

# WHAT IS THE GENDER PAY GAP AND HOW IS IT CALCULATED?



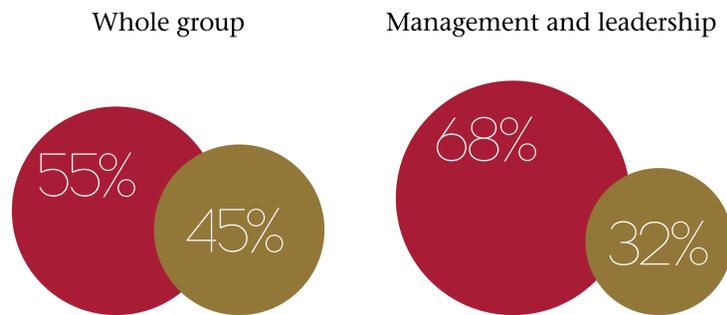
- If all company employees were lined up in a female line and a male line, in order of pay from highest to lowest, the median gender pay gap compares the pay of the female in the middle of their line and the pay of the man in the middle of their line.
- Because different jobs pay differently and the 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.

# OUR RESULTS

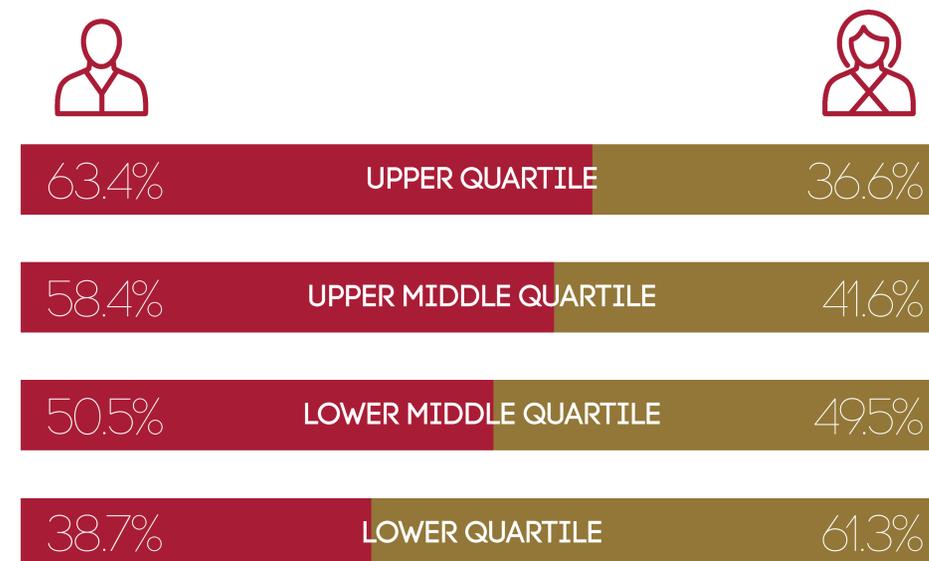


## GENDER SPLIT

■ Male ■ Female



## GENDER SPLIT BY PAY QUARTILE



The diagrams above show the gender pay gap figures for the entire UK group as at 5 April 2017, and includes the four legal entities where Rank employs more than 250 people in the UK and is required to report on. The results for the four legal entities can be found at the back of this report.

We are confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rank's gender pay gap is the result of roles in which men and women work within the organisation and the salaries these roles attract.

Across the UK economy as a whole, more men than women are in senior roles (especially the very senior roles at the top of organisations), 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 Rank's workforce, particularly in its 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.

## DIFFERENCE BETWEEN MEN AND WOMEN

MEAN (AVERAGE)

MEDIAN (MIDDLE)

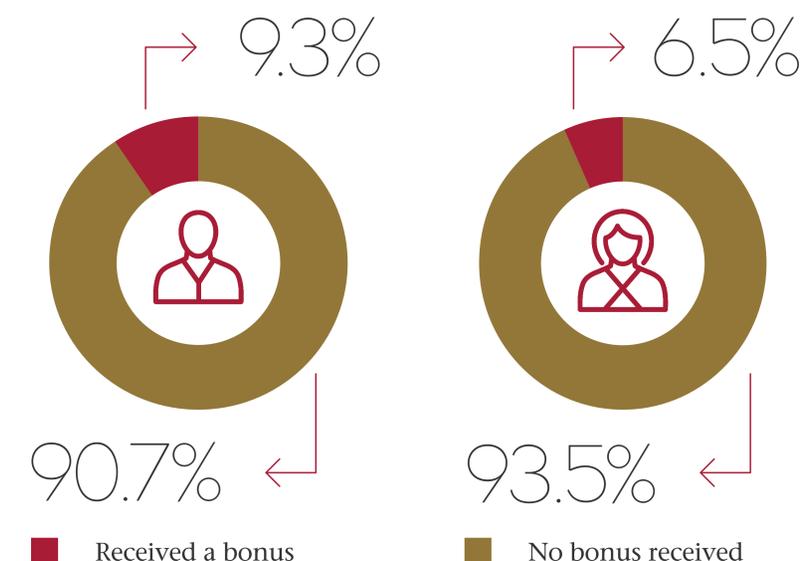
GENDER PAY GAP

13.8% 7.5%

GENDER BONUS GAP

39.0% 27.2%

## PROPORTION OF EMPLOYEES RECEIVING A 2017 BONUS



While Rank's gender pay gap for the overall group compares positively with that of organisations both across the whole UK economy and within the Gambling and Betting sector, this is not a subject about which Rank is complacent, and it is committed to doing everything that it can to reduce the gap.

We recognise that we have some way to go on this but work has already started and the Chief Executive, Henry Birch, has expressed Rank's responsibility for enabling every employee, regardless of gender, to have a fulfilling career with the company. Henry has stressed Rank's drive to make employees aware of all the opportunities and support mechanisms it has put in place in this regard.

# REWARD AND TALENT STRATEGY



## Rank's reward strategy

The following reward strategies are currently underway at Rank which support the Group's commitment to gender diversity as well as improving engagement and retention more widely across the Group.

- Periodic pay and benefits audits;
- Benchmarking reviews in addition to calculating grade and market comparison ratios for individuals during the annual pay review cycle;
- Evaluation of job roles and pay grades to ensure a fair structure; and
- Group-wide calibration of annual pay proposals to provide a sense check and challenge as needed on issues of equity, whether gender related or for other concerns.

## Rank's talent strategy

To address the gender imbalance as employees progress up Rank's management structure, we have several initiatives to support senior women and their careers.

## Family support policies

We have a variety of family support policies including Flexible Working which seeks to enhance the working lives of employees 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. With its policy on Time Off for Dependants Rank also recognises that employees with family responsibilities sometimes have conflicting demands between family life and work responsibilities, and the provision of time off for emergency situations involving dependants helps colleagues manage clashing and stressful claims on their time and attention.

Rank also provides related benefits such as a Childcare Voucher Scheme, to help employees save on the cost of registered childcare, and now promotes the

Government's Tax Free Childcare scheme which launched in April 2017. Rank also launched a holiday purchase scheme in 2018, offering employees the opportunity to buy up to 10 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.

## Maternity pay

To support, retain and help women advance into senior positions, we now offer enhanced Company Maternity and Adoption Pay. This offers 26 weeks' full pay at the outset of these periods of leave for women in senior roles or our 'pathway' positions into senior management.

## Coaching and mentoring

Rank runs a coaching and mentoring scheme, where high potential employees – many of them women – can access support and guidance from senior colleagues. This provides opportunities for professional and personal development as well as promoting networking across the Group. Rank understands the value that sponsorship of its female talent can bring to their development and career progression. Therefore the executive committee have all individually committed to the sponsorship of two females within the businesses and a third party will be appointed to support the scheme.

## External resources

Rank is delighted to be partner with The EveryWoman Network, whose goal is to ensure future generations of business women have every opportunity to fulfil their potential and reach the very top of their organisations.

It 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.

As part of Rank's diversity and inclusion strategy, we are looking to extend similar support to other minority groups within Rank.

## Training support

Across the Group, Rank recently introduced a new talent assessment process, internally referred to as BeTalent. This approach uses objective criteria to identify and select talent 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.

Rank provides comprehensive training to employees across the business with a particular focus on the senior population and high-performing individuals, many of which are female.

Rank also provides sponsorship and support enabling eligible employees to study for professional qualifications, enhancing their technical expertise and professional standing in functions such as Accountancy, Purchasing, HR and Marketing. This provision includes the subsidy of course fees and materials, professional membership fees/subscriptions and paid study leave.

None of these initiatives will, of itself, remove the gender pay gap - and it may be several years before some have any impact at all. In the meantime, Rank is committed to reporting on an annual basis on what it is doing to reduce the gender pay gap and the progress that it is making.



# WHAT MORE CAN RANK DO?

## Understand trends

Rank will undertake an evidence-gathering exercise to include qualitative data. It will do this through a review across all areas and levels of the organisation to identify the barriers (and the drivers) for women employees, 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.

The results of this evidence gathering exercise will determine the further steps Rank will take to promote gender diversity in all areas of its workforce.

## Recruitment

Rank is reviewing the language it uses in its recruitment process, from its job descriptions through to how jobs are advertised, with the aim to ensure they are all gender neutral. In addition Rank has committed to ensuring at least one female is on the shortlist for all senior appointments.

## Other commitments

Rank also recently identified the need for unconscious bias training for all of its leaders within the business. This training commenced in March 2018.

Rank recently signed up to PwC's Diversity in the Hospitality, Travel and Leisure Charter which requires Rank's leaders to sign up to ten diversity commitments. Over the coming months Rank will be looking at how these commitments can be further embedded within the Group.

# GENDER PAY GAP DATA

## Gender pay gap data on Rank's four legal entities as at 5 April 2017

	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	11.4	0.7	31.5/68.5	33.8/66.2	33.9/66.1	47.2/52.8	62.9	76.1	9.0/3.2
Grosvenor Casinos Limited	5.6	4.4	48.2/51.8	61.3/38.7	64.8/35.2	67.5/32.5	-37.4	-46.9	4.6/3.6
Grosvenor Casinos (GC) Limited	6.3	2.1	50.5/49.5	66.1/33.9	63.1/36.9	65.3/34.7	-43.1	-11.0	3.5/3.3
Rank Group Gaming Division Limited	24.4	23.7	34.3/65.7	50.7/49.3	59.7/40.3	68.7/31.3	32.4	50.9	75.5/60.8
Entire UK Group	13.8	7.5	38.7/61.3	50.5/49.5	58.4/41.6	63.4/36.6	39.0	27.2	9.3/6.5

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

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The Rank Group Plc

29 March 2018

