

our work is your future



Introduction

This is the third year of Gender Pay Gap reporting 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



John O'Reilly
Chief Executive

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.

Overview of the Gender Pay and Bonus Gap

The below table shows the Mean and Median Gender Pay Gap for the whole of the Rank Group for the reporting period 5 April 2019 and how it compares with the previous reporting period (5 April 2018).

	2019	2018	Change
Mean Gender Pay Gap	14.8%	13.5%	+1.3%
Median Gender Pay Gap	4.7%	5.8%	-1.1%
Mean Gender Bonus Gap	42.3%	49.1%	-6.8%
Median Gender Bonus Gap	-25.3%	8.6%	-33.9%

Detail on each of the four statutory entities for which we are required to publish: Mecca Bingo, Grosvenor Casinos, Grosvenor GC and Rank Group Gaming Division (RGGD) is included at the end of this report. In summary, the median position for each of our legal entities has improved and whilst there is a worsening of the mean position in the Rank Group overall within Grosvenor GC and RGGD our position improved.

We are encouraged to see the improvement in the Median Gender Pay Gap, which has declined by 1.1% over the year from an already low base (5.8%) to 4.7%. For comparison, the equivalent Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) latest figures show that we are significantly below the median for the Gambling and Betting Activities sector which is 15.9% and for the economy as a whole at 17.3%.

We are also encouraged to see the positive change in the Mean Gender Bonus Gap, which has declined 6.8% from 49.1% to 42.3%. Whilst it is acknowledged that the overall differential remains high, it is pleasing to see the positive momentum due to many of the initiatives referenced later in this document.

Finally, it is noted that both the Mean Gender Pay Gap and Median Gender Bonus Gap have increased from 13.5% to 14.8% (+1.3%) and 8.6% to -25.3% (-33.9%) respectively. Naturally our focus will remain on these metrics over the coming year to ensure that they are positively influenced. Whilst movement in the median bonus gap represents positive momentum in the reward position of female colleagues, however, it is a movement away from parity. Despite seeing an increase in the Mean Gender Pay Gap we remain notably lower than the Gambling and Betting Activities sector which is 23.4% and for the economy as a whole at 16.2%.

For 2019, changes to incentive schemes across the organisation resulted in a significant increase in the proportion of colleagues receiving a bonus. A true year-on-year comparison of these figures will be available in the 2020 report.

PASSION FOR WHAT WE DO

Gender Pay Gap

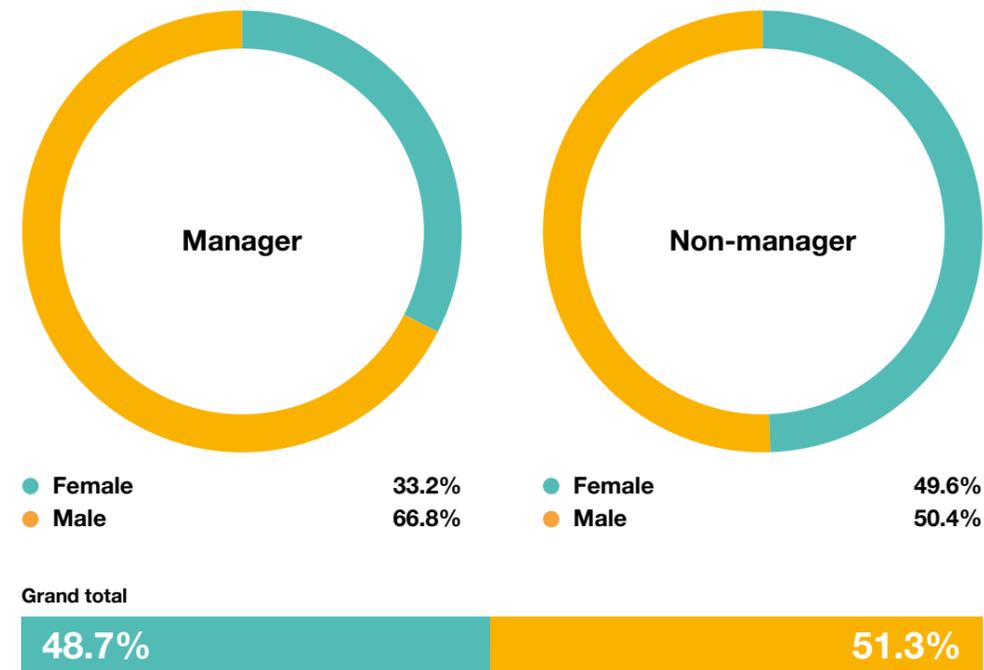
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Rank's commitment to reducing the Gender Pay and Bonus Gap

We are confident that our Gender Pay and Bonus Gaps do not stem from paying men and women differently for the same or equivalent work. As with many organisations and the economy as a whole, the key factor behind our position is the balance of men and women across job levels and the reward packages 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 and /or do not attract a bonus. This pattern is reflected in the make-up of our workforce, particularly in the Venues business, 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 and Bonus 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, below are the initiatives we have in place to reduce to the Gender Pay and Bonus Gap.

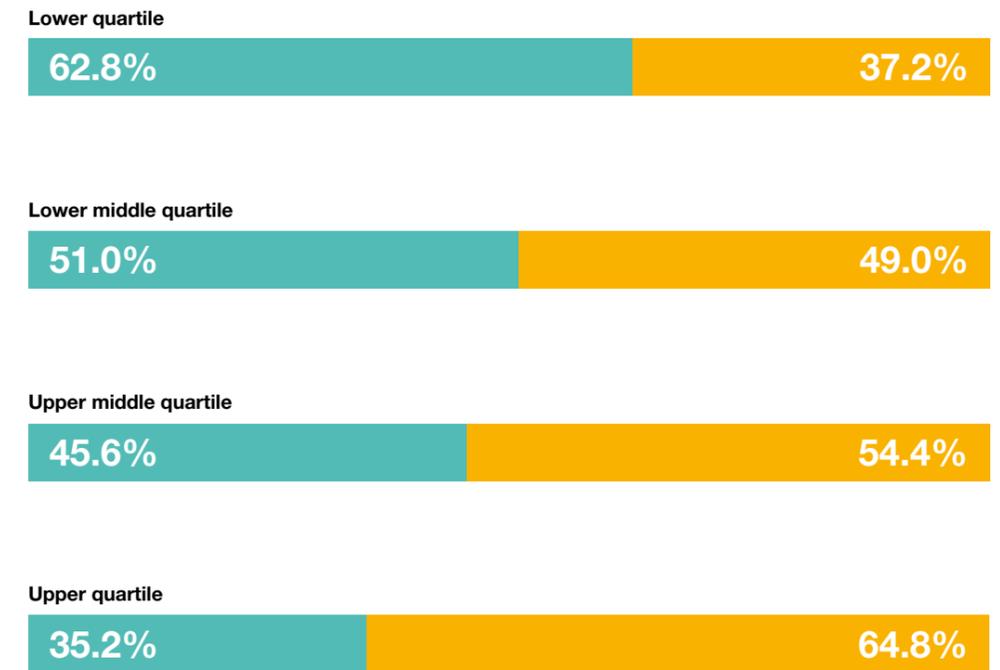
Gender split



Proportion of employees receiving a 2019 bonus



Gender split by pay quartile



Inclusion and Diversity (I&D) Strategy

Working in partnership with Inclusive Employers, we have recently launched our new strategy which focuses on:

- Creating an inclusive environment which facilitates our colleagues to develop, be creative and deliver exceptional service;
- Ensuring there is a diverse workforce across all grades;
- Making I&D integral to how we do business; and
- Demonstrating leadership on I&D, internally and externally, positioning Rank as an “employer of choice”

Using the National Inclusion Standard “Six Es” (Engage, Equip, Empower, Embed, Evaluate, Evolve) our priority is to put I&D, and in particular gender diversity, at the heart of our business strategy. Notably, the strategy underpins an annual calendar of events, which includes several sessions which focus on how we can better support women in the workplace, looking at topics such as “Families @ Rank” and “Kids and a Career: Can you really have it all?”. Through these events we look to establish networks of individuals who have a shared desire and commitment to improve on gender diversity and who will turn ideas into action to improve the working environment.

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.

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. Individuals are then placed on either the Executive Potential Programme (EPP) or the Developing Potential Programme (DPP) to ensure that development is facilitated by working as part of a wider cohort of talented colleagues. Furthermore, those identified as high potential, also receive a bespoke Development Plan to facilitate their ongoing career development using internal and external sources, focusing on their specific needs.

We also continue to use the 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 all 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 continue with the holiday purchase scheme launched in 2018, which offers colleagues the opportunity to buy up to five 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.

ACHIEVE
OUR RANK ♡
AMBITION

Inclusion and Diversity (I&D) 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. Notably, over the course of the last year, this has been extended through the use of mentors external to the organisation to enhance colleague development.

Our focus is also on how we can ensure future generations of business women have every opportunity to fulfil their potential and reach the very top of the organisation. Working in partnership with Women in Hospitality, Travel and Leisure (WiHTL) we provide a programme of masterclasses on a wide range of development topics in this area.

Finally, in 2020 we will launch a programme of "Reverse Mentoring", the purpose of which is to provide valuable insight on actual and perceived barriers to inclusion that can in turn help inform policy and leadership decisions which will impact on gender diversity in the workplace.

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.

Our programme of delivery of Unconscious Bias training across all levels of the organisation continues through the use of "Inclusion Champions", who are actively engaging at all levels of our organisation to ensure that we create an inclusive workforce that is "blind" to specific characteristics, such as gender.



Inclusion and Diversity (I&D) Strategy

continued

Understand Trends

We continue to monitor all areas and levels across the organisation to identify the trends and potential barriers (and drivers) for women as they progress their careers. We critically review:

- The proportion of men and women applying for jobs and being recruited;
- The proportion of men and women applying for and obtaining promotions;
- The number of men and women in each role and pay band; and
- Take-up of flexible working arrangements by gender and level within the organisation.

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

Recruitment

We continue our commitment to ensuring at least one female is on the shortlist for all senior appointments and have extended this for 2020 to include at least one BAME candidate is also shortlisted.

External

We continue to support 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 WiHTL, which promotes diversity in Hospitality, Travel and Leisure. This has 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. Additionally, and working in partnership with Inclusive Employers and the All-In Diversity Project, we continue to play an active role in promoting diversity at work, with a firm lens on the opportunities that exist to do more to open doors for women.



Gender Pay Gap Data

Gender Pay Gap Data on Rank's four legal entities as at 5 April 2019

Entities	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	13.2	3.3	33.0/67.0	25.9/74.1	31.5/68.5	47.8/52.2	27.1	20.0	7.2/0.9
Grosvenor Casinos Limited	5.8	1.2	49.9/50.1	58.0/42.0	65.7/34.3	70.2/29.8	6.7	0.0	2.7/1.2
Grosvenor Casinos (GC) Limited	5.7	0.0	48.4/51.6	66.2/33.8	58.9/41.1	66.7/33.3	-50.9	-40.2	3.5/1.4
Rank Gaming Division Limited	28.3	15.4	42.1/57.9	42.1/57.9	52.6/47.4	75.0/25.0	77.8	54.1	22.1/14.3
Entire UK Group	14.8	4.7	37.2/62.8	49.0/51.0	54.4/45.6	64.8/35.2	42.3	-25.3	5.7/2.3

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

