



# Gender Pay Gap Report 2021

# Introduction

I am delighted to be able to share with you the details of Rank's Gender Pay Gap Report for 2021.

We remain committed to the principle of equal opportunities and equal treatment for all colleagues, which includes paying individuals equally for the same work.

We know that a diverse workforce that reflects our customers will help us:

- Attract and retain top talent;
- Improve the quality of our decision making;
- Increase innovation and customer insight;
- Increase colleague satisfaction; and
- Enhance our image and reputation as a responsible employer.

Whilst we have made progress, for a second year in a row, our reported results have been heavily impacted by the trading restrictions imposed on our business and the number of colleagues furloughed during the pandemic.

We continue, however, to make great progress in equality, diversity and inclusion initiatives across the business and I know that these are having a positive impact on our colleagues.

We look forward to sharing results that are a truer reflection of our efforts in future years.

**John O'Reilly**  
Chief Executive Officer





## Methodology

All the figures set out in this report have been calculated employing the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Appropriate adjustments were made for worked versus contractual hours where these distorted the results for hourly-paid colleagues.

For bonuses, those paid as part of regular and annual schemes were included in the calculations.

Gender Pay Gap Reports from previous years can be viewed at:  
<https://gender-paygap.service.gov.uk/viewing/search-results>.

## The Impact of COVID-19

In response to national lockdowns and trading restrictions, a significant proportion of our colleagues were furloughed in April 2021; the qualifying period for gender pay calculations.

In line with the reporting regulations, where colleague salaries were not topped up to 100% of their normal pay, they have been excluded from the pay calculations. As a result, 93% of colleagues have been excluded.

Whilst all applicable colleagues, including those furloughed, are included in the bonus gap calculations, trading restrictions resulted in many colleagues not being able to meet the criteria to earn a bonus.

# Overview of the Gender Pay and Bonus Gap

## Summary

Across the Group, our reported Gender Pay Gap has increased, with a mean and median gap increase of 4.6% and 8.7% respectively. This is reflected in the reported gender pay gap for each of our legal entities.

Due to trading restrictions, there were only 441 qualifying colleagues from a maximum total of 6,456. This makes a true year-on-year comparison using the reported statistics not only difficult, but also arbitrary.

Whilst mean gender bonus gap is broadly consistent year on year, the median gender bonus gap has significantly improved from 22.5% to 5.2%. Importantly, the median bonus gap is a much fairer reflection of the impact of the steps we are taking to support equality, diversity and inclusion across the Group.

We remain committed to doing everything that we can to reduce any gender pay and bonus gaps and address the balance of men and women employed in roles across the various job levels within the Group.

Through the use of job families, pay banding and benchmarking processes, which we have in place for all roles, we continue to ensure that women receive equal pay for completing the same or similar roles.

That being said, we will continue to ensure that we move towards greater parity across the business. We are confident we will see progress thanks to the various initiatives referenced later in this report.

Details on each of the four statutory entities for which we are required to publish (Mecca Bingo Limited, Grosvenor Casinos Limited, Grosvenor GC Limited, and Rank Leisure Holdings Limited) are included at the end of this report.

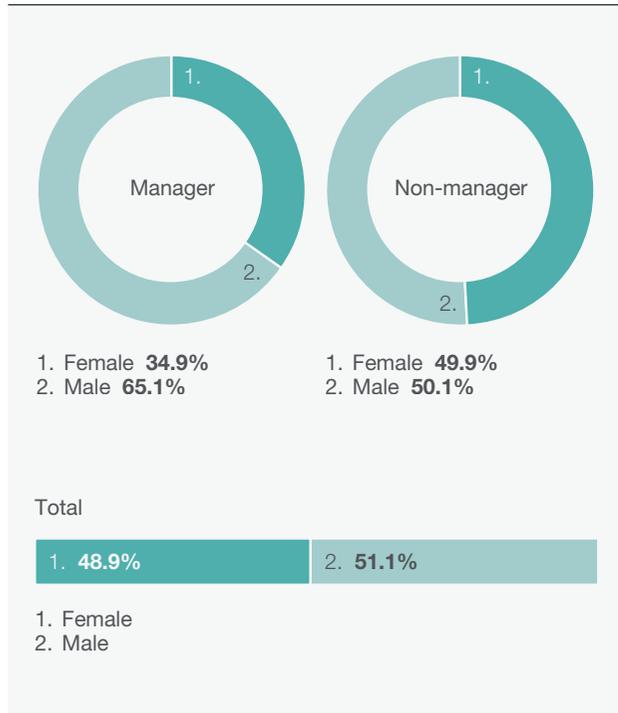
## Rank Group Gender Pay Gap (all legal entities)

	2021	2020	Change
Mean Gender Pay Gap	30.3%	25.7%	4.6%
Median Gender Pay Gap	29.9%	21.2%	8.7%
Mean Gender Bonus Gap	19.8%	19.3%	0.5%
Median Gender Bonus Gap	5.2%	22.5%	-17.3%

The above table shows the Mean and Median Gender Pay Gap for the whole of Rank for the reporting period (5 April 2021) and how it compares with the previous reporting period (5 April 2020).

# Gender Pay and Bonus Gap

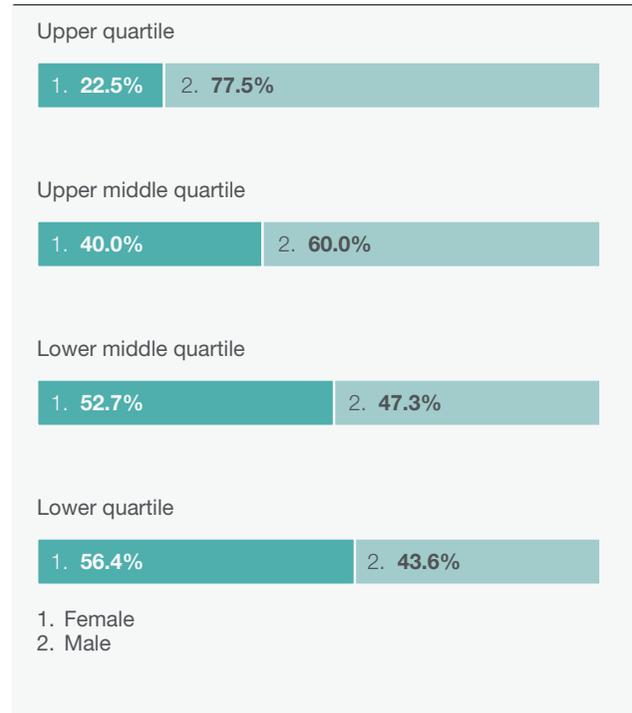
## Gender split (all colleagues)



Whilst we have a relatively even split of males and females across the business, we have a greater proportion of males in manager level roles which ultimately influences our overall pay gap.

Importantly, through our focus on gender equality, the proportion of women in management roles has improved by 1.7% since 2019 (32.2%).

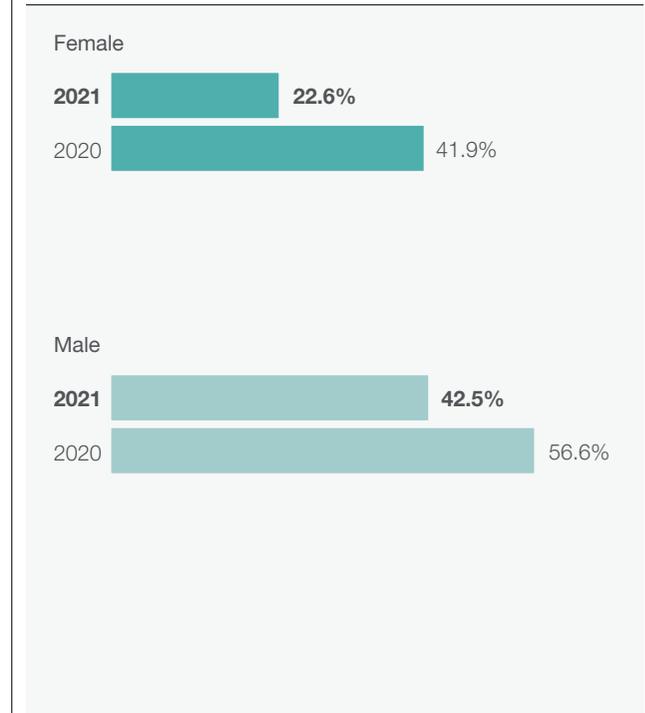
## Gender pay split by pay quartile (reported population only)



The higher proportion of males in manager level roles is also reflected in our pay quartiles. These roles typically attract a higher salary and result in a higher proportion of males in the upper quartiles.

Equally, a higher proportion of customer facing, non-management roles are held by females which typically attract a lower salary, and this is reflected in the lower quartiles.

## Proportion of colleagues receiving a bonus



As a result of the trading restrictions in place during 2020 and 2021, the overall proportion of colleagues, both male and female, receiving a bonus decreased from the previous year.

The higher relative reduction in females receiving a bonus is again a reflection of the jobs typically held.

# Supporting Equality, Inclusion and Diversity (EI&D)

Whilst the closure of our venues resulted in a significant number of our colleagues being placed on furlough, the importance of day-to-day human connection remain critical, and many colleagues have been involved in local community activities, such as raising money for carers. The importance we place on supporting colleagues and the communities they serve will continue long after the impact of the pandemic has receded, and gender equality, as part of a wider equality, diversity and inclusion (EI&D) agenda, will have a critical part to play.

Working in partnership with Inclusive Employers, our EI&D strategy has been specifically formulated to focus on the four stated aims in our annual report:

- 1. Create an inclusive environment which facilitates our colleagues to develop, be creative and deliver exceptional service**
- 2. Ensure there is a diverse workforce across all grades**
- 3. Make EI&D integral to how we do business**
- 4. Demonstrate leadership on EI&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 EI&D, and in particular gender diversity, at the heart of our business strategy.



# Supporting Equality, Inclusion and Diversity (EI&D) continued

## 1. Create an inclusive environment which facilitates our colleagues to develop, be creative and deliver exceptional service

### Policies

We have a variety of family support policies, including flexible working, which seek 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.

We are continuing to ensure that we benchmark our approach to EI&D which will include a review of our key policies over the course of 2022, a focus of which is to identify those that can be standardised across different international office locations.

### Holiday Purchase Scheme

Whilst due to the impact of the pandemic we have temporarily paused the holiday purchase scheme, which offers colleagues the opportunity to buy up to five days of additional holiday in the year, it is likely to be reintroduced in subsequent years due to its positive impact on allowing colleagues to manage the conflicting priorities of work and home.

### 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 demands on their time and attention.

### Company Maternity Pay

In addition to paid time off for those taking paternity leave, we do all that we can to support, retain and enhance the careers of women in senior positions across the Group. We offer enhanced maternity leave pay for women in leadership/management roles or our pathway positions into senior management.

### Menopause Policy

We recognise that the menopause impacts many of our colleagues and how important it is to raise awareness. We have recently launched a specific Menopause Policy which includes the offer of financial support to cover treatment, and is an addition to the existing colleague support mechanisms we have in place to offer advice and guidance during this important life event.



# Supporting Equality, Inclusion and Diversity (EI&D) continued

## 2. Ensure there is a diverse workforce across all grades

### Talent

As individuals progress through our management structure, we have several initiatives in place to support under-represented groups, in particular women in senior positions, and to support them in developing their careers.

Further to our objective assessment of talent, we create personal development plans (PDPs), which we review on a quarterly basis. To support the development outlined in the PDPs, we focus on the execution of many initiatives which includes the use of internal coaching and mentoring programmes, as well as courses delivered by external third parties.

We use a High Potential Sponsorship Programme (HPSP), which targets women across the Group and offers them the appropriate support to develop their careers. As part of this initiative, members of the Executive Committee have committed to the sponsorship of an individual on the programme.

### Recruitment

We maintain our commitment to ensuring balanced shortlists and recruitment panels for all senior appointments and we will continue to deliver against the Hampton Alexander target of 33% female representation at the Board, Executive Committee and Leadership team levels, as well as continue to deliver on the requirements of the Parker report of at least one director from an ethnic minority background on the Board.

### Training

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

### Data

We are committed to improve our EI&D data set using quarterly communications campaigns to obtain key information on our colleagues and continue to track the progress of under-represented groups on a monthly basis, such as the proportion of women applying/attaining for specific roles and promotions.



# Supporting Equality, Inclusion and Diversity (EI&D) continued

## 3. Make EI&D integral to how we do business

We continue to monitor all areas at all levels across the Group to identify the trends, potential barriers and drivers for women as they progress their careers.

We ensure that:

- at least one colleague network meeting is held per month, with Executive Committee support, and leverage technology so that colleagues can attend from our international offices.
- we engage with one external partner for each networking group to facilitate industry-leading change, for example, Women in Hospitality, Travel and Leisure (WiHTL) for gender and race diversity.
- we have quarterly focus groups to gather feedback from our colleagues, on the progress of our EI&D initiatives, using forums that are already in existence to improve colleague engagement at all levels, such as the bi-annual Leading and Talking STARS meetings.
- we are including specific questions on EI&D in our Employee Opinion Surveys (EOS) to ensure that any action planning focuses on the positive changes that can be made to improve our position across all office locations.



# Supporting Equality, Inclusion and Diversity (EI&D) continued

## 4. Demonstrate leadership on EI&D, internally and externally, positioning Rank as an “employer of choice”

We support our colleagues with training and development including giving access to on-line training programmes, with the aim of exceeding 7,000 courses being completed on equality and diversity in the workplace over the course of financial year 2021/22.

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 Group to enhance colleague development.

We also focus on “reverse mentoring”, the purpose of which is to provide valuable insight on actual and perceived barriers to EI&D that can in turn help inform policy and leadership decisions that impact gender diversity in the workplace.

More broadly, our focus is on ensuring change to all generations of women in the workplace so that they have every opportunity to fulfil their potential and reach the very top of our business.

We continue to work in partnership with Women in Hospitality, Travel and Leisure (WiHTL), providing masterclasses on a wide range of development topics. We also participate in a number of different programmes, including the Global Female Leader Programme (GFLP), the new Ethnic Senior Leaders – Get Board Ready Programme (ESL) and the Inclusive Leader Programme (ILP). Alongside the various mentoring programmes also offered by WiHTL, these ensure that key colleagues who are specifically selected based on their development needs, continue to be supported to achieve their full potential.



# Gender Pay Gap data

## Gender Pay Gap data on Rank's four legal entities as at 5 April 2021

	Hourly gender pay gap difference			Bonus gender difference			Proportion of colleagues receiving bonus (M%/F%)	Proportion of men/women in quartile pay bands (M%/F%)			
	Number of colleagues reported	Mean (%)	Median (%)	Number of colleagues reported	Mean (%)	Median (%)		Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Upper Quartile
Mecca Bingo Limited	8	18.6	26.8	9	34.4	0.0	0.7/0.3	0.0/100.0	50.0/50.0	50.0/50.0	100.0/0.0
Grosvenor Casinos Limited	14	48.6	39.2	1,319	-0.1	5.3	56.4/37.7	33.3/66.7	100.0/0.0	100.0/0.0	100.0/0.0
Grosvenor Casinos (GC) Limited	2			674	6.6	7.4	57.8/49.1				
Rank Leisure Holdings Limited	219	29.0	23.1	8	96.2	89.5	3.3/2.6	48.1/51.9	43.6/56.4	65.5/34.5	74.5/25.5
Entire UK Group	441	30.3	29.9	2,117	19.8	5.2	42.5/22.6	43.6/56.4	47.3/52.7	60.0/40.0	77.5/22.5



The Rank Group Plc  
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