



Gender Pay Gap Report 2023

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Introduction

I am pleased to be able to share with you details of our Gender Pay Gap for 2023, which is both a fair reflection of our business but also the great progress we continue to make and the importance we place on fairness and equality.

We continue to make progress and are pleased that our focus and effort is making a difference, as evidenced by the year-on-year improvement in average pay between our female and male colleagues.

We remain committed to the principle of equal opportunities and equal treatment for all colleagues in the belief that diversity and equality support a healthy work environment and drive organisational success.

It is important to distinguish between equal pay and the gender pay gap. As a business, Rank is committed to equal pay opportunities for all colleagues regardless of personal characteristics. The gender pay gap measures the difference in average pay between women and men across the organisation without factoring in considerations such as the roles they perform, the level of the role, their experience, qualifications or time in role.

Our commitment includes fostering a positive workplace culture and we take proactive steps to address disparities, including:

- equipping our leaders with the necessary training to effectively manage a diverse workforce;
- actively seeking out diverse talent and recognising the invaluable perspectives and skills they bring to the table, which ultimately drives our businesses' success.

Attracting and retaining a diverse team of colleagues that reflects our customers will help us:

- improve the quality of our decision making;
- increase innovation and customer insight;
- increase colleague engagement; and
- enhance our reputation as a responsible and diverse employer.

In this report, we share the Rank Group Gender Pay Gap analysis and insights into the reasons behind these gaps. Importantly, we also share the strides we have taken, and the strategies implemented to close these gaps to further promote equality.



John O'Reilly
Chief Executive Officer



Overview of the Gender Pay and Bonus Gap for 2023

In explaining our gender pay gap information, it is helpful to understand the profile of our employees and the impact this has on our gender pay gap.



Most of our colleagues work across our casino and bingo venues (Grosvenor and Mecca) and are paid on fixed hourly rates based on their location and role. Due to our casinos playing a part in the night-time economy, there is often a greater emphasis on incentive plans, premiums for working unsociable hours, overtime hours, and higher pay rates to offset these demands. As a result the average hourly rate for the Grosvenor casinos business is higher than the Mecca bingo business.

We observe that our Grosvenor business, and in particular our London venues, which have higher rates of pay, have a higher proportion of male employees, possibly due to the nighttime working hours. This prevalence influences the gender pay level differences.

Accepting that much of our working environment operates during later nighttime hours, we are delighted to see that we are tracking in the right direction. For this reporting period, our gender pay gap changes show as follows; the median has decreased from 11.6% to 5.2%, while the mean has dropped from 23.5% to 12.9%. This is a noteworthy reduction from prior years and stands below the UK average as reported by the ONS* (all employees 14.3% in 2023).

*Gender pay gap in the UK – Office for National Statistics (ons.gov.uk)

Median Gender Pay Gap

5.2%

(2022: 11.6%).

Mean Gender Pay Gap

12.9%

(2022: 23.5%).



Rank Group Gender Pay Gap Mean and Median

Gender	Mean hourly pay	Median hourly pay
Female	£13.60	£11.46
Male	£15.35	£12.10
Gender pay gap	12.9%	5.2%

Gender Pay & Bonus Gap headlines

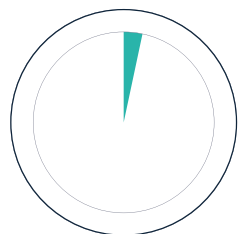
Gender Pay and Bonus Gap vs Prior Years

	2023	2022	2021
Median gender pay gap	5.2%	11.6%	29.9%
Mean gender pay gap	12.9%	23.5%	30.3%
Median gender bonus gap	16.0%	(55.6%)	5.2%
Mean gender bonus gap	31.8%	61.8%	19.8%

The above table shows the Mean and Median gender pay gap for the whole of Rank for the reporting period (5 April 2023) and how it compares with prior reporting periods.

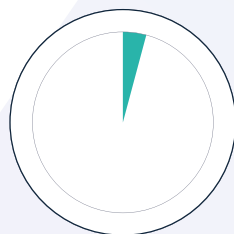
Proportion of Colleagues Receiving a Bonus

Female



● Received bonus 3.5%
○ No bonus 96.5%

Male



● Received bonus 4.4%
○ No bonus 95.6%

This is proportionate to the total headcount.

While we report on the proportion of colleagues receiving a bonus as a percentage of total employees, not all colleagues are eligible to receive a bonus. When we look at the total group of colleagues who were actually eligible to receive a bonus, a slightly larger proportion of females than males received a bonus (Females 31%, Males 29%).

Gender Pay Gap Quartiles

We are pleased at the progress however also acknowledge that there is still work to be done. The gender pay gap persists due to the disproportionate representation of males in the upper quartile (64.6%) compared to females in the lower quartile (60.2%). Our higher-paid and higher populated business segments, such as Grosvenor casinos, have a higher paid and long-serving male headcount, while Mecca, with a predominantly female workforce, tends to have lower pay rates. Additionally, we observe a higher proportion of women being employed in roles such as reception and food and beverage which may allow greater working flexibility however may not have the same rates of pay as other roles.

Upper quartile



Upper middle quartile



Lower middle quartile



Lower quartile



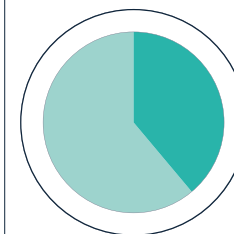
Rank recognises the need to address this gap and is actively working to attract more female employees into our predominantly male-populated roles, which is an ongoing priority across the group.

Looking at our teams that support the venues, a factor contributing to the gender gap is the distribution of males and females in our professional and management positions, which typically come with higher salaries compared to venue-based roles.

We have seen improvement over the last two years and have increased the number of female managers within the Group by four percentage points over the last two years.

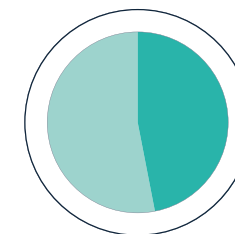
Gender Split (all Colleagues)

Managers



● Female 39%
● Male 61%

Non-Managers



● Female 47%
● Male 53%

While the gender pay gap remains a reality, Rank has made significant progress in narrowing it, with trends suggesting that we are moving in the right direction. We recognise the importance of continued efforts to achieve our goal of greater gender parity within the organisation.

Our approach to Equality, Diversity and Inclusion

We remain committed to doing everything that we can to reduce the gender pay and bonus gap through providing the opportunities for men and women in roles across all levels of seniority within the Group.

Ensuring that we create a working environment that embodies equality, diversity, and inclusion (ED&I) will ensure we attract the best talent, irrelevant of background or gender at all levels across all businesses.

Our ED&I plan has been specifically formulated to focus on four aims over the next three years:

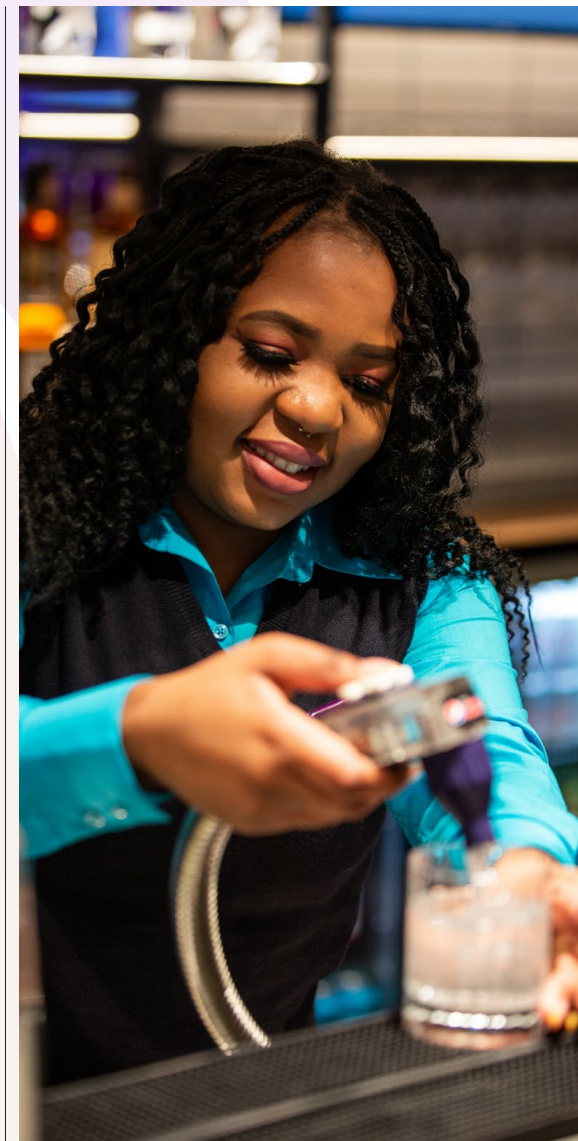
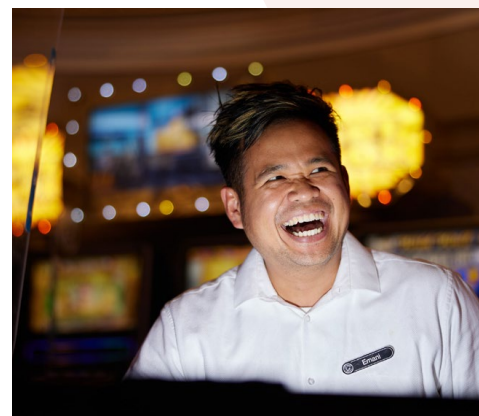
- deliver an inclusive and diverse environment that contributes to us being internally and externally recognised as an employer of choice;
- create a colleague experience that both attracts and retains talent;
- ensure we develop our colleagues and remove perceived / actual barriers to career progression; and
- make equity integral to how we do business.

We aim to create significant impact with our work over the next three years. Our changes focus on creating the right culture to consistently deliver on our diversity and inclusion ambitions.

Key programmes gaining traction are:

- reinvigorating the colleague network groups with revised terms of reference;
- upweighting our listening strategy to include colleague listening sessions with the NED accountable for workforce management;
- approximately 100 women across Rank completed a Career Accelerator Programme developed in partnership with Women in Hospitality, Travel and Leisure (WiHTL);
- investing in a communications and engagement app to enable all 7500 colleagues to connect with our network groups and resources, access development, and promote opportunities to progress.

Full details of our ED&I strategy will be shared in the Annual Report.



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:

Gender pay gap in the UK - Office for National Statistics (ons.gov.uk)





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