



# Gender Pay Gap Report 2025



# Introduction

## Interim CEO Message



I am pleased to share our gender pay gap report for 2025. Embedding our work, win and grow culture where our people can thrive is a top priority for us as a business. Over the last reporting period, we continue to work hard to deliver initiatives designed to create lasting changes and remain committed to closing the pay gaps and building a more inclusive workplace.

In the last five years we have made a significant impact in closing both our mean and median gender pay gaps. I am delighted to see that our gender pay gap has improved for a further year showing a positive step in the right direction – continuing to narrow, with a 2.5% drop in the mean and 0.7% drop in the median in this reporting period.

I have been inspired by the positive actions taken by colleagues across our business to embed Equity, Diversity, and Inclusion ('ED&I'). Our culture is brought to life by our people, supported by our People and Culture team and our colleague-led networks. These networks are open to everyone and play an important role in creating spaces where colleagues can connect, share experiences and help shape a more inclusive workplace. They support communities focused on Women@Rank, LGBT+, Racial Equity and Diversity ('READ'), Accessibility, and Worklife and Wellbeing.

It is excellent to see and a great step in our ED&I journey - essential to supporting a healthy work environment, driving organisational success and building representation across all levels of the organisation.

Critical to our success, we strive to attract and retain a diverse workforce that reflects our customers which helps us strengthen our customer connections, increase colleague engagement and enhance our reputation as a responsible and diverse employer.

While progress is being made, we continue to review our people-related practices to identify and remove barriers to equitable pay treatment along with equipping our leaders with essential tools and training to effectively manage and develop our diverse workforce recognising that our colleagues have unique perspectives and skills they bring to us at Rank.

Our report shares our gender pay gap analysis and reflects both an honest assessment of where we stand and the impact of the actions and positive intent we have delivered to drive meaningful change at Rank.

A handwritten signature in black ink that reads "Richard Harris".

**Richard Harris**  
Interim Chief Executive Officer

# Gender Pay Gap for 2025

## Overview

**In the UK, organisations with 250 or more employees are required to report on their gender pay gaps annually. The purpose of asking employers to report on their gender pay is to promote transparency and equality in the workplace and address the causes of the pay gap.**

This report covers the 2025 reporting cycle, using a snapshot date of 5 April 2025. All data and information used to compile the 2025 report has been prepared using the standard methodology as set out in The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

This report is not about equal pay as it is possible to still have a gender pay gap and to pay men and women fairly. Equal pay ensures that colleagues receive the same pay for the same work, regardless of gender or any other personal characteristic. The gender pay gap, however, measures the difference in average pay between women and men regardless of role.

A mean gap is calculated by adding all employees hourly pay together and dividing that by the total number of employees to give the average hourly pay between men and women. A median gap is calculated based on the exact midpoint between the lowest and highest paid person in each group.

For this reporting period, we are pleased to see that both the median and mean pay gaps have narrowed. Our median gender pay gap dropped from 4.3% to 3.6%. This is significantly lower than the median reported by the Office for National Statistics of 12.8%.<sup>1</sup> Our mean gender pay gap decreased by 2.5 percentage points from 11.7% to 9.2%.

<sup>1</sup> Gender pay gap in the UK: 2025 – Office for National Statistics (ons.gov.uk)

In explaining our gender pay gap, it is helpful to consider the demographics of our colleagues as this remains a factor in our ability to close the median and mean pay gaps. This is due to the overall workforce distribution and the types of roles typically undertaken and the hours worked. At Rank, most of our colleagues work across our casino and bingo venues (Grosvenor Casinos and Mecca Bingo) and are paid on fixed hourly rates based on their location and role. Due to our casinos playing an important role within the nighttime economy, there is often a greater emphasis on incentive plans, premiums for working unsociable hours, and higher pay rates to offset these demands.

This prevalence influences the gender pay gap differences as the pay gap calculations cover a number of different pay elements in addition to basic pay. Our casino business, and particularly our London venues, have a higher proportion of colleagues who are men and work unsociable hours.

Acknowledging this, we regularly review compensation and invest in our training and development programmes and hiring processes to attract and support a more diverse talent pool. With another substantial National Living Wage increase (6.7%) in April 2025 this has also contributed to increasing pay for lower paid roles.

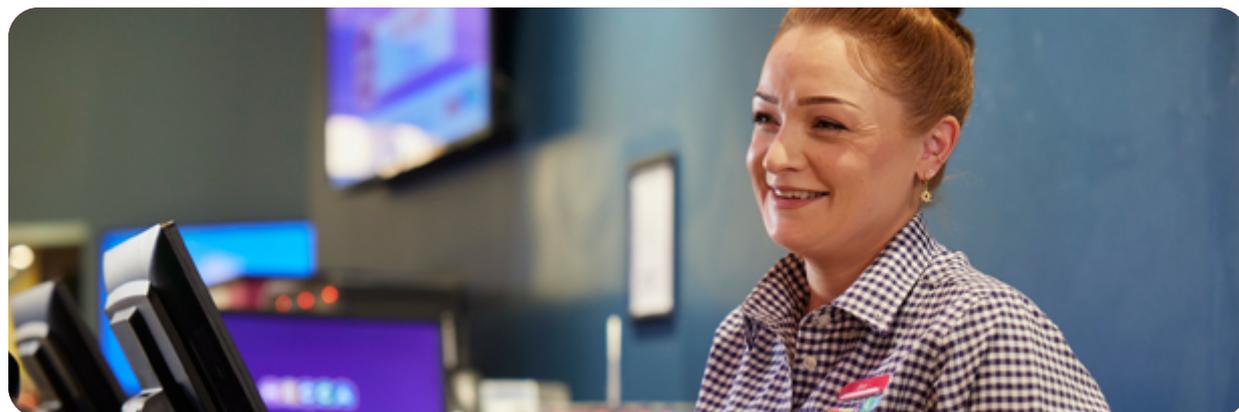
During the snapshot date (5 April 2025), the overall representation of women at Rank is 45%.

**Table 1: Mean and median gender pay gap**

	2025	2024
Mean gender pay gap	<b>9.2%</b>	11.7%
Median gender pay gap	<b>3.6%</b>	4.3%

**Table 2: Mean and median hourly pay by gender for 2025**

	Mean hourly pay	Median hourly pay
Women	£15.48	£12.67
Men	£17.05	£13.13



# Gender Pay Gap Quartiles

**While significant progress has been made in reducing our gender pay gap, we acknowledge the need for continued focus. The quartiles are calculated by grouping relevant employees into four equal groups, from the highest paid 25 per cent of colleagues through to the lowest paid 25 per cent. The quartiles demonstrate that a greater proportion of men than women are in the top 25 per cent of pay.**

The quartile distribution is primarily a result of the jobs people do, and it shows there are more men in the upper quartile (63.3%), while women have a higher representation in the lower quartile (54.7%). Our colleague population at Mecca Bingo is mainly made up of women in roles such as reception and food and beverage which offer flexible shift patterns and lower rates of pay. Whereas at Grosvenor Casinos, for example, in gaming roles there is a higher prominence of male colleagues than female.

Rank recognises the need to address the representation of women at senior levels in the business as the gender pay gap is impacted by this. We are actively working to promote and attract more women into senior roles and into areas of our business which are underrepresented by women.

In addition, our colleague population tends to reflect our customer base. Mecca Bingo attracts a higher proportion of female customers, and our workforce has a greater representation of female colleagues. In contrast, Grosvenor Casinos, where the majority of customers are male, historically has a higher number of male colleagues, particularly in gaming roles. However, we are working to broaden the diversity of our workforce to create a more inclusive experience that better represents all customers.

The quartile data in table three is based on in-scope relevant colleagues who are employed on the snapshot date. This provides a headcount of 6,034 relevant employees in the gender pay calculations.

The overall gender split of relevant employees on the 2025 snapshot date is 44% women and 56% men.

**Table 3: Gender quartile pay bands**

Quartile	Women	Men
Upper quartile	36.7%	63.3%
Upper middle quartile	41.0%	59.0%
Lower middle quartile	43.5%	56.5%
Lower quartile	54.7%	45.3%

We aim to increase the representation of women in our teams that support the venues in professional and management positions to further close the gender pay gap over time by continuing to focus on recruitment, career development, and internal progression. An essential part of our ED&I strategy is to nurture a strong pipeline of diverse talent, including the representation of women. As of the snapshot date, 36% of women make up our managerial population.

**Table 4: Gender split (all colleagues)**

Manager/Non Manager Split	Women	Men
Manager	36%	64%
Non-manager	45%	55%



# Gender Bonus Gap

Due to improved performance of our business in 2025, there was an increase in the number of men and women receiving a bonus this year; the proportion of women receiving a bonus is 13.0% compared to 15.1% of men. In 2024, this was 8.9% of women compared to 11.5% men.

The median bonus gap this year has widened because variable compensation tends to be more significant in higher-paying salaried roles where we still have a higher proportion of men to women colleagues.

The 2025 median bonus gap is 34.2% and the mean bonus gap is 32.8%

The definition of bonus pay for the purpose of the gender pay report includes any additional pay relating to profit sharing, productivity, or performance. Payments or awards that we would not normally describe as a bonus are included. This includes some being paid at a flat rate and are not influenced by the number of hours or pay that a colleague may receive.

**Table 5: Mean and median gender bonus gap**

	2025	2024
Mean gender bonus gap	<b>32.8%</b>	39.3%
Median gender bonus gap	<b>34.2%</b>	19.8%

**Table 6: Proportion of colleagues receiving bonus by gender for 2025**

	Receiving bonus	Not receiving bonus
Women	13.0%	87.0%
Men	15.1%	84.9%



# Our approach to equality, diversity, and inclusion

**Advancing equality, diversity and inclusion ('ED&I') at Rank is fundamental to creating a culture where all colleagues feel valued, respected and empowered to contribute their best. Our #BeYourself approach underpins our ambition to attract, retain and progress diverse talent across all levels of the organisation and plays an important role in supporting long term pay equity.**

Our ED&I strategy is shaped around three clear aims: being an admired employer globally; removing barriers and growing talent; and embedding inclusion into how we work. Together, these aims reinforce our global commitment to meaningful action and to embedding ED&I principles into decision making, leadership behaviours and the colleague journey. Progress is monitored through our colleague data dashboard, which tracks workforce demographics, gender and location, enabling us to identify trends and focus our efforts where they will have the greatest impact.

During the year, we launched a refreshed ED&I policy that clearly sets out how inclusion is embedded into everyday life at Rank, from people policies and processes to the behaviours we demonstrate as leaders and colleagues. The policy is accessible to all colleagues through our translatable communications and engagement platform, Connect, helping ensure consistent understanding and application across our workforce.

We also completed WiHTL's ED&I Maturity Curve Assessment, achieving Silver accreditation. This milestone reflects the progress we have made in embedding inclusive practices and has provided valuable insight to further strengthen our approach. We are using these insights to refine our ED&I strategy and ensure it continues to support equitable outcomes, including progression into higher-paid roles.

Developing a strong and diverse leadership pipeline remains a priority. In 2025, nine female colleagues from across our global locations participated in the Shine development programme, designed to build leadership capability and support progression. Through our continued partnership with Women in Hospitality, Travel and Leisure (WiHTL), we have also supported high potential women through the WiHTL Women Leaders Programmes, recognising the important role targeted development plays in addressing structural barriers over time.

Colleague led networks continue to shape our ED&I activity and ensure diverse perspectives are heard. Following feedback from our Accessibility network, we introduced a refreshed interface on Connect, improving accessibility and usability for colleagues with neurodiverse conditions and reinforcing our commitment to inclusive design.

Throughout the year, we marked key moments that support inclusion and belonging across our global workforce, including International Women's Day, World Day for Cultural Diversity, Pride and LGBT+ initiatives, and Inclusion Week. These moments provide opportunities to celebrate difference, build understanding and encourage everyday inclusive behaviours.



We recognise that wellbeing underpins inclusion and performance. In partnership with our Worklife & Wellbeing network, we have embedded five wellbeing pillars - Digital, Emotional, Financial, Physical and Social - into our wellbeing strategy, supported by accessible resources on Connect. This holistic approach helps colleagues thrive at work and supports sustained participation and progression.

Our ED&I and wellbeing initiatives are strengthened through our learning platform and external partnerships with Inclusive Employers and WiHTL, helping colleagues develop, progress and succeed across the business. Rank remains committed to creating an inclusive workplace, with a zero tolerance approach to discrimination embedded in our policies and practices. While we recognise there is more to do, we are confident that the progress made this year demonstrates our continued commitment to embedding ED&I into all that we do and to supporting fair and equitable outcomes for our colleagues.



## 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.

The pay gap data is based on relevant employees in scope on the snapshot date of 5 April 2025 and for the bonus gap calculation we use the date range of 1 April 2024 to 31 March 2025.

The number of relevant UK employees included in the gender pay calculations on the snapshot date is 6,034 from a payroll headcount of 6,669.

Colleagues will be excluded from the median and mean pay calculation and the quartile pay band calculation if during the snapshot date they did not receive their normal pay however they are included in the bonus gap calculation.



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