Strengthening foundations. Delivering progress.

The Rank Group Plc
2026 Sustainability Report

Contents

2025/26 Highlights

Customers

Aim: Deliver exciting and entertaining experiences in safe environments

Highlights:

- Joined the GamProtect scheme, working collaboratively with other operators to identify and protect at-risk customers.
- Updated Grosvenor's risk app which now flags customers requiring an interaction if they are under-25s or returning from self-exclusion.
- Introduced 'Department of Trust' for Mecca's management system - an additional monitoring layer with automated processes tracking risk behaviours of customers and helping our colleagues respond appropriately.
- Received the 'Best Player Protection System' award at the 2026 European Casino Awards for our proprietary Hawkeye platform for the UK digital business.
- Enhanced anti-money laundering risk detection capability within Hawkeye by introducing a new data model with increased accuracy in risk scoring.
- Achieved customer feedback scores on safer gambling target of 85%.

How we measure progress:

Customer Net Promoter Score ('NPS')

54 Below target of 56

Customer feedback scores on safer gambling

85% On target of 85%

Employee NPS on safer gambling

72 On target of 72

Hawkeye average Markers of Harm score*

5.6 Above target of 5.4**

Colleagues

Aim: Be an admired employer

Highlights:

- 50 leaders completed over 130 hours of learning across topics including AI, leadership and change management through our partnership with Henley Business School.
- Delivered leadership training which included "Supporting Attendance", "Train the Trainer" and performance reviewing sessions.
- Expanded our recognition platform, Full House, with Gibraltar and South Africa gaining full access to the wider Group reward scheme.
- Included additional equality, diversity, and inclusion ('ED&I') questions in our Employee Opinion Survey ('EOS') for greater insight into the colleague experience.
- Achieved target of 40% of women in senior roles.

How we measure progress:

Employee engagement score

8.2 Below target of 8.3

Women in senior roles

40% On target of 40%

Environment

Aim: Reach net zero emissions by 2050

Highlights:

- Outperformed our emissions reduction target for the year, achieving a reduction of 4,203 tCO_2e.
- Formally restated our interim decarbonisation targets to reduce our Scope 1 and 2 emissions by 75% by 2035.
- Undertook decarbonisation audits at five venues which quantified the operational and capital requirements needed.
- Conducted structural roof surveys for solar power, across ten venues to assess feasibility of self-generating power.
- Transitioned 13 kitchens from gas reliant equipment to fully electric.

How we measure progress:

Reduction in absolute carbon emissions tCO_2e

4,203 Above target of 3,700 tCO_2e

Solar projects committed

0 Below target of 5

Degasified venues

0 Below target of 1

Employee NPS on environment

39 Below target of 40

Communities

Aim: Support local communities through impactful partnerships and opportunities

Highlights:

- Raised a total of £496k in charitable contributions for Carer's Trust.
- Supported 594 carers this year through our contributions.

How we measure progress:

Total charitable funds raised

£496k Above target of £394k

* This is a new KPI which replaces 'UK Digital customers using safer gambling tools', as it was identified as a more effective measure of our performance on safer gambling.
**A lower score indicates better performance and lower observed risk markers in customers.

Chief Executive's Statement

Welcome to Rank's Sustainability Report for 2026. I am delighted to share the progress we have made over the past year as we continue our journey towards building a more responsible, resilient and high-performing business.

The strategic value of responsibility

We have long believed that our long-term commercial success is inextricably linked to how we manage our impact on the world around us. Far from being a standalone initiative, sustainability is woven directly into our strategy and operations.

By aligning our business goals with the interests of our stakeholders - including our customers, colleagues, investors and local communities - we build the trust and stability required to generate long-term sustainable value. This commitment is supported by our governance framework, which places these priorities alongside our commercial agenda. Crucially, to ensure the necessary accountability, four of our key ESG performance targets were directly linked to executive remuneration in the year.

Driving performance across our KPIs

We measure our progress against a total of nine key performance indicators (KPIs) established across our four core focus areas: customers, colleagues, environment and communities. In an often challenging macro landscape, our results demonstrate the focus of our teams and resilience of our operations.

Embodying our focus on customers, we achieved a safer gambling customer feedback score of 85%, meeting our target and improving on last year's 84%. While our Customer Net Promoter Score ('NPS') of 54 fell just short of our target of 56, it remained stable year-on-year. For colleagues, our employee engagement score of 8.2 was narrowly below our target of 8.3, yet it reflects high overall satisfaction and stable sentiment across the Group. I am incredibly proud to report that we met our target of 40% of women in senior roles, up from 32% last year, and saw our median gender pay gap drop from 4.3% to 3.6%.

Our environmental performance was particularly strong where we delivered an absolute carbon emissions reduction of 4,203 tCO_2e, comfortably exceeding our target of 3,700 tCO_2e. Finally, in our communities focus area, we surpassed our annual target once again by raising nearly £0.5m for our long-term charity partner, Carers Trust.

Promoting safe and entertaining environments

Entertaining our customers while ensuring their safety remains at the absolute heart of our business. The principles of safer gambling are built into our every action, with player protection prioritised through the entire customer journey. This responsibility goes beyond just ensuring player safety within our own venues. It is why we joined the GamProtect project this year - a collaborative initiative that enables operators to work together to flag customers at risk of gambling harm and prevent further account activity across participating brands.

To better reach our customers across more accessible channels, we launched informational, step-by-step videos on the Mecca Bingo and Grosvenor Casinos websites this year, helping players understand and easily access our suite of safer gambling tools.

We also continue to lead the industry in early-stage, pre-emptive risk detection. I was incredibly proud to see our in-house live customer monitoring platform, Hawkeye, receive the Best Player Protection System award at the 2026 European Casino Awards. Whilst the ultimate return on investment is the reduced incidence of harmful play, this external recognition is a testament to the sophistication and diligence of our player protection teams.

Gambling Commission review of Grosvenor Casinos Limited

Following receipt of preliminary findings from the Gambling Commission in the course of its review of the operating licence held by Grosvenor Casinos Limited, the Group substantially implemented a set of remedial actions to strengthen controls for higher risk customers; enhance source of funds and wealth verification; improve screening and monitoring processes including central oversight; and reinforce safer gambling controls. These enhancements are being embedded within Grosvenor's operating procedures and control framework.

Operational footprint and international alignment

In November 2025, we successfully launched our operations in Portugal. As we prepared for this expansion, a major focus was ensuring that our safer gambling approach was fully aligned with local regulatory requirements and that the appropriate controls, protections and operating procedures were up and running to support responsible play from day one.

As our sustainability approach continues to evolve, we keep setting ourselves more ambitious goals. Whilst we have conducted a readiness exercise for alignment with the EU sustainability disclosure standards, we remain out of scope of these requirements. Therefore, our reporting strategy continues to align with the Task Force on Climate-related Financial Disclosures ('TCFD') as well as the performance metrics outlined by the Sustainability Accounting Standards Board ('SASB'). This reporting positions us well to meet the potentially incoming sustainability disclosure requirements of the UK Government - the UK Sustainability Reporting Standards ('UK SRS'), starting in 2027/28.

Lastly, I want to extend my heartfelt thanks to our colleagues, whose passion and daily commitment bring our sustainability strategy to life, and to our customers and partners for their continued trust as we build a sustainable future together.

Richard Harris
Chief Executive

Overview

In this section:

About us

Who we are

Over the course of more than three-quarters of a century, Rank has entertained millions of customers in Britain and around the world. The Group's story is one of iconic brands and talented people.

Our purpose

To deliver exciting and entertaining experiences in safe, sustainable and rewarding environments. We will achieve this through reflecting the changing needs and expectations of our customers, communities and colleagues.

To excite and to entertain.

Our values

Rank's culture encourages colleagues to take ownership of their roles and promotes collaborative working to create supportive work environments. Upholding our core values of Service, Teamwork, Ambition, Responsibility and Solutions ('STARS'), our colleagues are empowered to play an active role in driving Rank's culture.

Service
We start with the customer. We do everything in our power to deliver special service every time.

Teamwork
We pull together across brands, channels and locations to perform at our very best.

Ambition
We challenge the way we do things and explore new ways to excite and entertain our customers and outshine the competition.

Responsibility
We understand our responsibility to all of our communities. We act with the highest integrity and honesty in everything we do.

Solutions
We act positively to get to the heart of problems quickly and find ways to solve them.

Grosvenor Casinos

The UK's largest multi-channel casino operator with 50 venues. The brand offers a range of casino table games, including roulette, blackjack, baccarat and poker as well as electronic roulette, gaming machines and sports betting alongside bars, restaurants and broader entertainment experiences.

Mecca Bingo

Mecca is Rank's community gaming brand and a household name in the UK market. A national portfolio of 41 venues offering bingo, gaming machines, great value food and drink and live entertainment.

Enracha

Enracha is Rank's community-gaming business for the Spanish market. Nine venues offering a range of popular games including bingo, electronic casino and slots, sports betting, great value food and drink and live entertainment.

Digital

Our digital portfolio includes our established market leading brands, Mecca and Grosvenor for the UK market, Yo and Enracha for the Spanish market and Yo in Portugal. The Group also operates ten UK digital-only brands, all delivered to the consumer on Rank's proprietary technology platforms.

Introduction from the Director of ESG

Our commitment to sustainability is defined by clear action, transparent disclosure and continuous improvement.

Elevating our disclosure and operationalising our strategy

Over the past 12 months, we have focused on transitioning from the planning and baseline-setting phases of our strategy to scaled, operational execution across our four core focus areas.

Working in collaboration with our functional departments, we are translating our high-level commitments into everyday business practices. Building on our robust management systems, we are leveraging high-quality data, and our internal capabilities, to be better equipped than ever to manage our ESG risks and capitalise on sustainable opportunities.

Our strategy is founded upon the comprehensive double materiality assessment we first conducted in 2024 and continues to ensure our focus remains fully aligned with evolving regulatory standards, industry best practices and stakeholder expectations.

Scaled initiatives: from pilot to progress

A theme of our work this year has been taking successful initiatives introduced in 2025 and scaling them to drive meaningful, Group-wide progress. One of these was the Interactive Customer Messaging, a successful pilot project to improve safer gambling awareness for UK digital customers using real-time display messaging.

This year, we fully scaled this initiative, integrating the display messaging with our Markers of Harm model to deliver dynamic, logged-in pop-ups to customers displaying at-risk behaviours.

Under-25 Venue Protections: Building on our 2025 commitments, we introduced a major operational update to our Grosvenor risk app. For any customer under the age of 25 or returning from self-exclusion, the system now prompts venue teams to complete required safer gambling interactions on the customer's very next visit, rather than the standard five-visit window applied to other demographics.

Recognition Platform Expansion: Our peer-to-peer recognition platform, Full House, rolled out in the UK last year, has now been expanded globally, giving our colleagues in Gibraltar and South Africa full access to its built-in reward scheme.

Mental Health Support: Following our partnership with Lyra Health last year, we have expanded this valuable employee assistance platform to our Enracha business, ensuring our Spanish colleagues have direct access to high-quality mental health and wellbeing resources.

Delivering our decarbonisation objectives

In 2026, we undertook a comprehensive review of our Net Zero Pathway. Following deep-dive decarbonisation audits at five venues and solar-generation feasibility assessments across ten sites, we have recalibrated our interim target to achieve a 75% reduction in Scope 1 and 2 emissions by 2035. This update ensures our targets remain scientifically grounded, achievable and backed by clear investment commitments.

Our operational teams have worked diligently to execute our carbon reduction initiatives. Key milestones this year included replacing some of our carbon-intensive gas systems with electric equipment such as migrating to electric ovens in our kitchens across 13 venues and switching to electric boilers in four venues. As a result we reduced our Group-wide Scope 1 and 2 emissions by 26.1% year-on-year.

In addition, all Rank's Scope 1, 2 and 3 emissions are now covered by limited assurance. This is exactly the kind of high-quality information on which we rely to make strategic decisions. We also successfully introduced environmental sentiment questions into our employee Net Promoter Score, achieving an encouraging score of 39, just short of our initial stretching target of 40.

Strengthening community and stakeholder trust

Our local venues are more than just places to play – they are social hubs embedded in the heart of local communities. Our colleagues have shown immense dedication in giving back, raising nearly £0.5m this year for the Carers Trust. Since our partnership began in 2014, we have raised a collective £4.5 million, providing essential respite, skills and household grants to thousands of unpaid carers across the country.

By focusing on continuous evaluation of our metrics, proactive utilisation of new technologies, and bringing our stakeholders into our journey, we are ensuring that our sustainability strategy remains dynamic, proactive and deeply integrated into our corporate culture.

Sarah Powell
Director of ESG

ESG ratings

Each year, we take steps to elevate our sustainability reporting, while maintaining transparent and honest communication of our performance. These efforts are reflected in the improvements we have seen in the third party scores we have received from ESG ratings agencies, including a triple A rating from MSCI.

Rating body

MSCI

Focus

MSCI ESG Ratings evaluates a company's resilience to material ESG risks, determining whether it is a leader or laggard and assigning a rating from CCC up to AAA.

Score

AAA

March 2026

AAA, December 2024

Performance

Unchanged score

Rating body

FTSE Russell

Focus

FTSE Russell assesses a company's exposure to and management of ESG issues, scoring companies on a scale of 0 to 5.

Score

4.1

June 2026

4.1, July 2025

Performance

Unchanged score

Rating body

Sustainalytics

Focus

Sustainalytics evaluates a company's unmanaged ESG-related risk and scores on a scale of 0 to 100, with lower scores indicating lower risk.

Score

21.2

September 2026

25.3, May 2025

Performance

Improved score

Rating body

CDP

Focus

CDP scores company's disclosures on its questionnaire which focuses on environmental impacts. Scores range from A to D-, with non-disclosers receiving an F.

Score

C

January 2026

C, April 2025

Performance

Unchanged score

Governance

In this section:

The Board is responsible for our long-term success, providing leadership within a framework of effective controls to assess and manage risk.

It retains ultimate responsibility for its powers and authorities, supported by formal Board Committees. The Executive Committee manages day-to-day Group operations within delegated authority and supports the CEO in developing and implementing strategy.

ESG and Safer Gambling Committee Report

Committee members and meetings

Members	Attendance
Katie McAlister (Chair)	4/4
Lucinda Charles-Jones	4/4
Richard Harris	1/1
Karen Whitworth	4/4
Past members	**Attendance**
John O'Reilly	2/2

The Committee also held one ad hoc meeting during the year.

John Ott was appointed as a member of the Committee in August 2026.

The ESG and Safer Gambling Committee (renamed the Compliance, Regulatory and Government Affairs Committee since 1 July 2026) comprises three Non-Executive Directors and our CEO; other Non-Executive Directors who are not members may attend. The Chair, CPO, business unit MDs, the Directors of ESG and Treasury, IR and Corporate Affairs, and Compliance and Responsible Gambling, General Counsel and Company Secretary regularly attended Committee meetings during the year. The CFO and Christian Nothhaft, attended by invitation from time to time.

The role of the Committee

The Committee has been constituted by the Board to define an ESG and corporate compliance strategy (CRG Strategy) to help create value for all stakeholders and support Rank to be a sustainable, resilient and purpose-led organisation. In addition, the Committee oversees the Company's management of ESG matters and corporate compliance more widely. Details on the role of the Committee are set out in its terms of reference, which are reviewed annually and are available at www.rank.com. The Chair of the Committee reports to the Board after each meeting, to highlight any matters of significance and make recommendations deemed appropriate for Board approval.

Effectiveness of the Committee

During the year, an external review of the Committee's performance was undertaken in parallel with broader consideration of Board performance. The review concluded that the Committee operates effectively.

The Committee has identified the following area of focus for FY2027:

- Maintaining focus on delivery of the CRG strategy per the recently broadened terms of reference, meaningful performance against the Group ESG KPI metrics, aligning appropriately with the activities of the Board and other committees.

Further details on the evaluation process is set out in our 2026 Annual Report.

Dear Shareholders

I am pleased to present the ESG and Safer Gambling Committee Report for the year ended 30 June 2026. From 1 July 2026, the Committee was renamed the Compliance, Regulatory and Government Affairs Committee to better reflect the breadth of its remit. Future reports will refer to the Committee by its new name.

The Committee assists the Company in formulating and monitoring its ESG and corporate compliance strategy (CRG Strategy) and supports the Board in overseeing the Group's approach to environmental, social and corporate compliance matters (CRG matters). Reflective of Rank's products and services, the Committee has a particular focus on safer gambling strategy and policy, including the prevention of gambling-related harm across the jurisdictions and channels in which the Group operates.

During the year, its work included oversight of customer protection, gaming regulatory compliance, the effectiveness of the control environment, environmental performance and net zero commitments, culture and colleague engagement, diversity and inclusion, modern slavery, community initiatives, and engagement and lobbying with governments and regulators. This breadth reflects the increasing importance of ESG and corporate compliance considerations to Rank's long-term sustainability and the need for a clear and consistent governance framework across these areas.

Katie McAlister
ESG and Safer Gambling Committee Chair

Our priorities and KPIs

The Committee monitors nine baseline KPIs across the four key priorities set out below. More detail relating to our CRG Strategy, ESG KPIs and stakeholder engagement can be found in the annual report.

Customer experience
Providing a safe, secure environment and personal experience, creating and maintaining good gambling behaviours and protecting vulnerable customers.

- Customer Net Promoter Score (NPS)
- Customer feedback scores on safer gambling
- Employee NPS on safer gambling
- Hawkeye average markers of harm score (UK digital only)

Colleague experience
Creating a fair, inclusive and inspiring working environment which educates our people to enable and encourage positive gaming behaviours.

- Employee engagement score
- Percentage of women in senior roles

Environmental management
Ensuring that our operations minimise any negative impacts that Rank may have on the environment and reducing our carbon greenhouse gas emissions wherever possible.

- Reduction in absolute carbon emissions
- Employee NPS on environmental matters

Supported by second tier metrics:

- Five solar projects committed in year
- One degasified venue in year

Community engagement
Providing an essential social outlet for customers, generating lasting community spirit, driving community action and developing a genuine social legacy.

- Total charitable funds raised

The Committee's key activities during the year

The Committee's focus during the year was on strengthening oversight, assurance and regulatory engagement, while continuing to support the evolution of CRG Strategy and performance reporting.

Governance
The Committee reviewed its role in the context of the Group's governance framework and approved refreshed terms of reference to ensure that they reflect its evolving remit and priorities, which were subsequently adopted by the Board. This forms part of our ongoing commitment to ensure that the Committee remains appropriately focused, effective and aligned with best practice.

Accordingly, the Committee will continue to keep under review those CRG matters that shall from time to time fall within its responsibilities and include:
- Environmental controls including emissions, net zero and solar.
- Safer gambling controls including customer and player protection practices.
- Health and safety.
- Culture and colleague engagement.
- Equality, diversity and inclusion.
- Community programmes and initiatives.
- Government and non-governmental organisational engagement and lobbying.

Oversight
At each meeting, the Committee reviewed performance against the Group's nine baseline ESG KPIs and their underlying target metrics, including customer outcomes, colleague engagement and safer gambling metrics. The Committee considered detailed updates from across the business focused on continued development of safer gambling capability, including on uses of AI and data learning, systems and operational processes that support timely and effective customer interventions. During the year, the Committee and Management have continued to review and refine performance reporting using standardised formats including dashboards.

Compliance and assurance
The Committee maintained oversight of assurance and control activity including second line monitoring and external assurance, to respond as appropriate to gaming regulatory engagement and compliance matters.

The Committee reviewed the Group's compliance with applicable safer gambling laws and regulations, recognising the highly regulated nature of the gambling sector. Particular consideration was given to the Gambling Commission's investigation into the Grosvenor business and the anticipated regulatory settlement following receipt of the preliminary findings letter.

The Committee received regular updates from management and the Group General Counsel, including on external legal advice, correspondence with the Gambling Commission and the basis for the settlement offer proposed. The Committee also reviewed the control and compliance matters arising from the investigation, including management's actions to strengthen governance, operational oversight, customer protection controls and monitoring arrangements.

The Committee concluded that the final response, any settlement offer submitted and related disclosures be approved by the Board and should clearly describe the status of the investigation and settlement process, together with the remediation activity being undertaken in response to the underlying compliance findings which would continue to be overseen by the Committee.

Engagement and lobbying
The Committee reviewed developments in the gaming regulatory and public policy environment across the Group's markets, including changes relating to safer gambling, advertising, taxation and technical standards, and considered the potential implications of these developments for the Group's strategy and operations. Management provided updates on Rank's activity to foster improved engagement and lobby for change with the UK Government and UK Gambling Commission in the best interests of the Company and the sector.

This work is critical in ensuring that the Group remains well positioned to respond to a changing and increasingly complex gaming regulatory environment and to continue to operate as a responsible gaming company.

During the year, the Committee also approved revised environmental targets, including a 75% reduction in Scope 1 and Scope 2 emissions by 2035 and a commitment to achieve full net zero by 2050. The Committee carefully considered the balance between ambition, deliverability and alignment with industry practice in reaching this decision.

Reporting
Latterly, the Committee contributed to the development of Rank's ESG reporting disclosures, including those relating to CRG strategy (including ESG), safer gambling oversight, gaming regulatory and public policy developments, environmental commitments and committee governance. It recommended the Group's Sustainability Report and related disclosures set out in this Report to the Board for approval. Each of these can be found at www.rank.com.

Focus in 2026/27
Looking ahead, the Committee will continue to focus on strengthening reporting and assurance, enhancing oversight of safer gambling and gaming regulatory matters, and ensuring that CRG matters (including ESG) remain embedded within the Group's decision-making processes.

Governance framework

The Rank Group Plc Board

Sets the overall strategy and the direction, management and performance of the Company. It meets formally on a regular basis, with additional ad hoc meetings scheduled in line with business needs. Additional informal business performance update discussions are scheduled periodically, led by the CEO.

Read more in our 2026 Annual Report

Nominations Committee	Audit Committee	Remuneration Committee	ESG and Safer Gambling Committee[1]	Finance and Disclosure Committee[1]
Recommends appointments to the Board.	Oversees the Group's financial reporting and monitors the effectiveness of our internal and external audit.	Responsible for establishing a Remuneration Policy and setting the remuneration for the Board Chair, Executive Directors and senior management.	Responsible for assisting the Company in the formulation and monitoring of its Environmental, Social and Governance strategy.	Authorised by the Board to approve capital expenditure and make finance decisions for the Group up to authorised limits in accordance with the Group's delegation of authority.
Oversees succession planning for directors and the process for executive and senior management succession planning.	Oversees the Group's internal controls and monitors risk management including the identification of emerging risks.	Oversees remuneration policies and practices across the Group.	Reflective of Rank's products and services, the Committee has a particular focus on the Company's safer gambling strategy and policy for the prevention of gambling related harm in each of the jurisdictions and channels in which it operates.	Acts as the Board's disclosure committee for the purposes of the Market Abuse Regulation.
Ensures that there is an appropriate mix of skills, experience and independence on the Board.	Responsible for the relationship with the external auditor.	Responsible for the alignment of reward, incentives and culture, and approves bonus plans and Long-Term Incentive Plans for the Executive Directors and senior management.		The Chair of the Audit Committee joins meetings when market reporting is discussed as is normal practice.
Promotes equality, diversity and inclusion on the Board and across the Group.				
Read more in our 2026 Annual Report	Read more in our 2026 Annual Report	Read more in our 2026 Annual Report	Read more in our 2026 Annual Report	Read more on www.rank.com

1. From 1 July 2026, the ESG and Safer Gambling Committee and the Finance and Disclosure Committee were renamed the Compliance, Regulatory and Government Affairs Committee and the Investment and Disclosure Committee, respectively. Future reports will refer to these Committees by their new names.

Rank's sustainability strategy is focused on around four key areas: customers, colleagues, environment and communities. This framework is supported by clearly defined aims which in turn are enabled by justified KPIs measuring our progress and impact.

ESG management

To demonstrate our commitment towards being a responsible operator, four of these KPIs are directly linked to executive remuneration. As a result, our pursuit of these objectives is not only incentivised, but also driven from the highest management body of the business. This four-pronged Group-level ESG strategy serves to unify our business units under a targeted framework.

Regular business unit updates are structured around these pillars, showcasing how everyday business activities embed and operationalise our ESG ambitions.

The Board is ultimately accountable for defining the Group ESG strategy. The ESG and Safer Gambling Committee supports the Board in meeting this mandate through regular progress updates presented by the Committee Chair. The Risk Committee meanwhile keeps the Board appraised of any evolving or emerging sustainability related risks.

We rely on our Director of ESG to operationalise the sustainability strategy at the management level.

The Director of ESG is also responsible for leading the ESG Working Group ('ESG-WG'), which comprises representatives from across all business functions and reports directly to the ESG Steering Group at the Executive Committee level.

Customers
We strive to provide all our customers with excitement and entertainment in a safe environment to positively maximise their experience. Our safer gambling strategy is inclusive of an array of initiatives covering messages, customer interactions, tools and products all of which are managed on a day-to-day basis by our Managing Directors of each business unit, in coordination with the Director of Responsible Gambling and Compliance. Together, this helps ensure we are always in adherence to the relevant laws and regulations that govern each jurisdiction.

The ESG and Safer Gambling Committee receives half-yearly updates from the Managing Directors. The Director of Responsible Gambling and Compliance provides updates on player protection matters, and any findings are subsequently reported to the Board.

Colleagues
Supporting our colleagues and their development forms a core objective within the business. The management of our people and culture function is administered through four key areas: 1) Business Unit People Directors 2) Reward, Performance & Operations 3) Communications & Engagement, and 4) Talent Acquisition, Talent Development & Learning.

Environment
Our in-house Environmental Specialist, continues to spearhead our decarbonisation ambitions. The Net Zero Working Group ('NZWG') brings in additional focus on environmental management, comprising the Environmental Specialist as the chair, alongside our Director of ESG and external consultants specialising in the subject matter. Further details on our governance of climate-related impacts, risks and opportunities ('IROs') can be found in the TCFD section, pages 44-45.

Communities
We recognise that our role within our communities extends beyond just entertaining people. Supporting job creation, recruitment, and talent development at the local level is a key area of focus for the business. This is why we continue to maintain our collaboration with job centres and other employment focused organisations, as well as promote partnerships that enable a clear pathway into roles within our business via core training and development. Furthermore, our venues facilitate broad community interaction and our Mecca venues in particular serve as a social hub.

Every club's General Manager is assigned a community engagement related KPI. This engagement focuses our efforts between our Carers Trust partnership, which directs the Group's fundraising efforts towards supporting the invaluable work of unpaid carers and activities that address local needs.

Our localised activities include efforts such as providing spaces within our venues for meetings or events and fundraising for charitable causes identified by our employees. This venue-based approach aims to create targeted and relevant positive impacts within the communities where we operate.

Our community engagement within Mecca resonates deeply with our customer base which is why the community strategy is led by our Mecca Managing Director. This helps us adopt a strategic lens on community-related matters and integrate it within our 'business-as-usual' activities.

Regulatory framework

We are subject to the laws and regulations within the regions where we operate. This includes a requirement to hold licences in the markets where we offer our services, which are the United Kingdom, Spain (Andalusia, Catalonia and Madrid), Gibraltar and Portugal. The regulating bodies in each region include the Gambling Commission in the UK, La Dirección General de Ordenación del Juego ('DGOJ') in Spain alongside the regional authorities in Andalusia, Catalonia and Madrid, the Gibraltar Regulatory Authority, and Serviço de Regulação e Inspeção de Jogos ('SRIJ') in Portugal.

We hold all the relevant operating licences and land-based venues licences in each jurisdiction. In addition, our key management personnel also hold individual Personal Management Licences. Personal Functional Licences are also held for specific gaming roles within our casinos.

Our operating baseline is to meet the regulatory requirements mandated by the respective local authorities. Our UK operations are governed under an advanced gambling legislation regime which our operations systematically address, and the measures are well-established and recognised by both our customers and colleagues. Our UK-specific Safer Gambling Policy outlines our approach towards ensuring responsible play. The policy is managed by the Compliance and Responsible Gambling Committee and includes approving the policy, tracking any policy and procedural changes, and monitoring the overall effectiveness of our approach to safer gambling internally.

Our Spanish operations are administered under a relatively more simplified legislative environment for protecting customers (although the requirements that are in place are more prescriptive). However, we aim to create safe playing environments for our customers, and this is ultimately guided by the Group approach towards safer gambling.

We rely on third-party specialist training companies to provide enhanced training to our customer-facing colleagues in the UK. In our Spanish business, we work with Gordon Moody, a UK-based gambling addiction charity, as well as Better Change (Gibraltar-based) to provide training for our Spanish venues' teams.

Industry associations and accreditations

Industry associations serve as a channel for increasing our sector representation, sharing best practice and driving proportionate regulatory and policy change. We aim to realise these benefits through our memberships of industry associations in the UK, Spain, Gibraltar and Portugal.

We are members of the Betting and Gaming Council ('BGC'), which represents our interests in terms of our land-based casinos and digital businesses in the UK. We also sit on multiple BGC committees, including the monthly Compliance Directors Forum.

In 2026, Rank continued to engage in all the committees. Casino modernisation was the primary focus of our engagement with the BGC this year, as the Group worked closely with the trade body to support the statutory instruments delivered in 2025. Our work sought to ensure operators were able to effectively promote customer safety whilst maintaining a seamless customer experience brought about by these changes.

The Bingo Association ('BA') is the trade group for all licensed bingo operators in the UK. We attend their quarterly Compliance Committee meetings and we have continued to work with our peers in the bingo industry to respond to the proposed changes from the Gambling Act Review consultations.

In Spain, we are members of Jdigital, the country's online gambling trade association, as well as land-based bingo associations in the three regions where we operate: ASOBING (Andalusia), AEJEA (Catalonia) and ASEJU (Madrid).

Rank makes financial contributions in support of research, prevention and treatment ('RPT') of problem gambling. The payments cover the April 2025 to March 2026 contribution year, with all payments made in advance of the 31 March deadline. The total contribution was over £4m.

Following a new statutory levy which came into force on 6 April 2025, gambling businesses were expected to provide a percentage of gross gambling yield ('GGY') to fund RPT. Rank's contributions were therefore under the terms of the statutory levy as follows: 0.2% of GGY for UK land-based bingo, 0.5% for land-based casinos and 1.1% for UK digital revenues which were first paid in September 2025.

Previously we worked with the organisation GamCare to provide safer gambling training to colleagues and to have our safer gambling approach reviewed and accredited. Following the organisation's announcement in December 2024 that their training services were being ceased, we have decided to modify our approach and are instead aiming to receive third-party assurance on our safer gambling controls framework.

Rank continues to be a constituent company of the FTSE4Good Index Series, which is designed to identify companies that demonstrate strong environmental, social and governance practices measured against globally recognised standards.

Total contributions in support of research, education and treatment

£4m+

FTSE4Good

Business ethics

We adhere to the highest standards of business ethics and all employees are expected to act in accordance with these standards.

Our standards of professional behaviour remain embedded across all Group policies. These encompass, but are not limited to, our policies for anti-money laundering ('AML'), anti-corruption and bribery, data protection, disciplinary and grievance procedures, whistleblowing ('Speaking Up'), and health and safety, as well as our Code of Conduct.

Anti-money laundering

Preventing exploitation of gambling for criminal purposes is a key priority for us and we are committed to complying with all laws and regulations on anti-money laundering and combating the financing of terrorism (CFT) in the jurisdictions in which we operate.

We use dedicated models across the business to identify potential AML risks that require enhanced scrutiny, ongoing monitoring, and robust due diligence checks. A comprehensive anti-money laundering policy and targeted training programmes are also in place across the Group as part of our commitment to work to keep crime out of gambling.

AML training is provided to all our employees to ensure they have a minimum understanding of how to tackle financial crime. Where an employee is at greater risk of exposure to financial crime, additional training is provided.

Fraud detection within our digital business is supported by our Hawkeye Pilots, a specialist function within the player protection team. A key prerequisite for performing this role is completing an enhanced due diligence (EDD) training built around a strong foundation in AML principles. This training equips them with the knowledge to identify the specific warning signs that require deeper investigation or escalation.

Oversight of fraud monitoring across our UK venues rests with our player protection teams, who draw on a range of tools to keep watch over customer activity, including patterns in spending. Should certain thresholds be crossed, our colleagues may open an EDD conversation, ask for supporting documents, or arrange a face-to-face meeting with the customer, depending on the individual circumstances.

Our Spanish digital business collaborates with key national agencies to strengthen AML defences, and also undergoes an annual independent audit specifically focused on money laundering compliance.

Compliance with money laundering regulations in Spain is tested annually through an independent audit.

Business ethics and the strength of our internal controls are reported regularly to the Board's Audit Committee, with our Money Laundering Reporting Officer, among others, responsible for providing these updates.

Number of hours per employee who undertook AML training

0.5

Whistleblowing

A culture of transparency and accountability depends on colleagues being able to speak up without fear of reprisal. To support this commitment, we run a comprehensive whistleblowing programme built to make reporting potential issues straightforward and to ensure such matters are dealt with promptly and effectively. Our whistleblowing policy, Speaking Up, is applied consistently across every location in which we operate, giving colleagues worldwide a common framework for reporting and investigating concerns.

An independent third-party provider operates the programme on our behalf, offering multilingual support so that colleagues anywhere in our locations can report in their own language. The service runs around the clock, every day of the week, with reports accepted either online or by phone. Anonymity is guaranteed to anyone raising a concern, and our whistleblowing policy is explicit that no retaliation will be taken against those who come forward.

Once the independent provider receives a report, it is passed to the relevant individual within the Group for investigation. In the UK, the Group General Counsel receives all reports and takes responsibility for managing any internal investigation that follows, other than those originating in Spain.

Investigations arising from reports in Spain fall under the jurisdiction of the Spanish HR Director and must be conducted by an in-country resident employee. Each matter is handled on a case-by-case basis, leveraging specialised subject matter experts to guarantee an exhaustive and impartial assessment.

Confidentiality is maintained strictly throughout, and any concerns identified are directed to the relevant Group managers for review and resolution.

We continue to actively promote awareness of the Speaking Up programme so that colleagues understand both their rights and their responsibilities. This is reinforced periodically through annual awareness training, notices placed around our support offices, and accessibility via Connect, our Group-wide colleague engagement platform.

Colleagues are also encouraged to raise concerns directly with their line manager where they feel comfortable doing so, and in Spain, colleagues have the additional option of raising issues directly with their HR Director. The Group General Counsel, who oversees our legal, data protection, compliance and health and safety functions, reports directly to the CEO. In Spain, the HR Director reports to the International Managing Director and escalates any serious matters accordingly. Whistleblowing incidents also reach the Board, via the Audit Committee, which receives an analysis of all reports submitted through Speaking Up.

A separate, independent whistleblowing channel exists for suppliers and customers of our Spanish venues, operated by Enracha's external AML supplier. Venue signage displays the relevant contact details for submitting a report.

Number of reported cases of unethical behaviour or corruption

0

Total number of hours of staff training on anti-corruption

19,128

Supply chain management

Rank's supply chain relationships span multiple jurisdictions which brings complexities inherent to operating in a highly regulated industry. This requires a procurement function that is both experienced and effective.

Each of our procurement category managers is responsible for a distinct area of the Group's value chain, covering technology, gaming, food and beverage, and marketing.

To support continuity of our service offering, we prioritise working with high-quality vendors. We carry out market research to assess supplier performance and confirm that our supply chain remains fit for purpose.

Supplier Code of Conduct

Our Supplier Code of Conduct, available on our website, sets out the principles and expectations that apply to all suppliers doing business with Rank. Suppliers are required to comply with all applicable laws, regulations and standards in the countries in which they operate, to carry out all business activities with integrity, and to avoid any form of corruption, bribery or fraudulent practices.

This encompasses prohibiting child labour and forced labour, providing fair wages and benefits in line with local minimum wage standards and respecting workers' rights to freedom of association and collective bargaining. It also aims to ensure a workplace free of harassment, discrimination and abuse and which complies with all applicable laws on working hours and overtime, as well as providing a safe and healthy work environment for all workers.

We further expect suppliers to comply with all applicable data protection laws and regulations when processing personal data, to avoid conflicts of interest, to maintain a process through which their employees can report concerns or illegal activities without fear of reprisal, and to ensure that their own third parties and subcontractors comply with Rank's Supplier Code of Conduct.

Protecting human rights

Suppliers are required to comply with all internationally recognised human rights, understood at a minimum as those set out in the International Bill of Human Rights and the fundamental principles established in the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work, across any part of their supply chain.

To ensure that human rights are not being contravened by any of our suppliers, we maintain oversight of practices for businesses operating in high-risk industries, such as clothing manufacturers. Spot checks are conducted on factories, carried out either by our own internal team or by third-party auditors.

Environmental expectations

In keeping with our own sustainability commitments, we seek to work with third parties that demonstrate environmental responsibility. Our Supplier Code of Conduct sets out a requirement for suppliers to minimise their environmental impact through the adoption of sustainable practices.

This encompasses promoting waste reduction and the responsible use of energy and water. Suppliers must also comply with environmental laws and regulations and work towards continuous improvement in their environmental performance, supported by appropriate policies and systems.

Under Scope 3 emissions reporting, Rank is required to assess those emissions that are produced indirectly by our suppliers. We have included the expectation for suppliers to share environmental performance with Rank within our Supplier Code of Conduct. We encourage collaboration and engagement between our suppliers and us to foster a responsible and sustainable supply chain.

Monitoring compliance

Systems that allow suppliers to monitor and demonstrate compliance with this Code are expected to be in place. Audits or inspections, whether carried out by Rank or an appointed third party, should be something suppliers remain open to. For our key suppliers, spot checks form part of this process. A contract's lifecycle is supported throughout by our contract management system, with review points set according to each supplier's tier level.

Rank places significant emphasis on ensuring timely payments to suppliers, aligning with the collaborative business partnering methodology embedded throughout our commercial engagements.

Alcumus, our dedicated verification provider, is our partner in carrying out thorough due diligence and compliance checks on all contractors working across our venues, confirming that the necessary documentation and certifications are in place to meet our operational and regulatory standards. Health and safety compliance, insurance coverage, environmental policies, financial stability and ethical practices are among the critical areas verified through this process, giving us greater visibility and stronger risk management across our supply chain.

Given the regulated nature of the betting and gaming industry, ensuring that third parties uphold the same ethical standards we set as a Group is essential to how we operate. In the UK, gambling equipment and software manufacturers are legally required to have their products tested and certified by independent test houses approved by the Gambling Commission, and it is exclusively from these approved suppliers that we source for our UK venues and online sites. Where certification is absent, no partnership will follow.

Benchmarking against other suppliers in the industry forms part of the regular assessments we conduct for our gambling equipment and software suppliers. Where non-performance is identified, we take the matter seriously and work with the supplier to raise their standard of service. Quarterly business reviews are standard practice, and every game undergoes an annual audit.

Spain's legislation for gambling equipment and software manufacturers may differ from the UK's, but the same high standards apply to any third party we engage there. Suppliers who consistently push for higher quality in their work, alongside zero tolerance for illegal or unethical conduct, are the partners we seek to work with.

Data privacy and IT security

We safeguard customer privacy and secure customer data through well-established processes that are consistently applied across our operations. This is reinforced by robust cybersecurity programmes, which, in conjunction with comprehensive employee training, help embed a culture of vigilance across the Group.

Data protection

We have a dedicated Group Data Protection Officer ('DPO'), who sits independently of the operational side of the business while working closely alongside our data and information security teams. That independence is what allows the DPO to offer impartial guidance and advice, and to carry out compliance monitoring work. Each month, the DPO reports to the Risk Committee and, where required, to other management committees across the business. The Audit Committee receives a dedicated report at least twice a year, more often where circumstances demand it.

Our Spanish business follows the same framework. An external local data protection officer supports us with guidance in that market, sending monthly updates back to the Group DPO, while a Spanish Data Protection Committee meets every four to five months.

Responsibility and accountability for data governance sit with the Data Governance Council, which brings together stakeholders and decision-makers from across the business. We have also set up an AI Governance Council, chaired by our Chief Information Officer, tasked with examining key principles such as safety, security and ethics as we continue embedding AI tools and ways of working into the business.

Our established data management and security framework emphasises fair, transparent data usage while mitigating the risk of loss or breach. We rigorously monitor and address potential vulnerabilities related to unauthorised access across all stakeholders, including employees, clients and suppliers.

We manage this through appropriate tooling and processes, broadly aligned with ISO 27001 and the enhanced requirements set by other regulators, including the UK's Gambling Commission, the Information Commissioner's Office ('ICO') and the Payment Card Industry Data Security Standard ('PCI-DSS'). We are also audited biannually in Spain under the Spanish Gambling Act 2011 (Ley 13/2011, de 27 de mayo, de regulación del juego).

We keep a constant watch on the regulatory landscape to stay ahead of the curve and meet all requirements placed on us. Operating from offices around the world means staying alert to the different rules that apply in each location. Our strategy is built around a single framework based on the most stringent methodology available, which simplifies compliance wherever we can while keeping us aligned with industry best practice.

The Group DPO manages our Data Protection Compliance Monitoring Programme, which embeds the ICO accountability framework and flags where improvement, closer monitoring or attention to differing jurisdictional rules is needed.

Our Data Protection Policy sets direction on data handling matters, covering user rights, data retention, data sharing and security. We review the policy regularly to keep it aligned with regulatory change, and all employees are required to follow its stated procedures. Colleagues receive training on the policy each year. We conduct an annual policy review in Spain, making signature mandatory for all new starters to confirm their receipt, comprehension and commitment to data protection obligations.

Our data breach reporting process encourages colleagues to flag near misses, helping to reduce actual incidents by raising awareness of risk and surfacing process improvements before a breach happens. We use these reports to spot trends and knowledge gaps, then issue targeted guidance to close them.

Employee awareness

Informing employees on data risks and proper handling practices is essential to strong data security. Across our UK operations, we proactively ensure data protection remains a priority for all team members.

Compulsory information security induction is required, alongside annual data protection and information security refresher training. Colleagues working in product development, as well as those in other high-risk roles, receive bespoke training on data protection. Awareness campaigns are tailored to where colleagues are based, with office teams, for example, seeing posters on secure disposal of printed materials and reminders about phishing risks.

Where appropriate, information security teams carry out site visits and use these to train employees to bring the same security habits they practise at home into the workplace which helps strengthen personal cyber hygiene. All team members are required to engage with security forums, attend security expos and keep their own skills and accreditations current.

Each month, best practice newsletters go out across the Group, translated into Catalan and Spanish to build knowledge and keep colleagues up-to-date on cyber trends. New starters in Spain also find data protection training included as part of their welcome pack.

IT and data security

Clear accountability underpins how we manage IT and data security. Ultimate responsibility for data security rests with the Board of Directors, with defined reporting lines and delegated authority passing through the Chief Executive to the Chief Information Officer, Chief Data Officer and Director of IT Security. Their teams bring deep expertise across data governance and architecture, data security, vulnerability management, Security Operations Centre (SOC) management, cybersecurity, security governance, ethical hacking, and development, security and operations (DevSecOps).

The level and type of security required determine which protection measures we deploy. These measures include, but are not limited to, password management, covering complexity and frequency of change, multifactor authentication, firewalls, encryption, role-based access controls, endpoint protection, intrusion detection and prevention, and employee education.

Industry best practice informs these measures, which are set out within policies reviewed and updated annually to maintain compliance.

The SOC operates a 24/7/365 managed service tasked with monitoring of both internal and external security threats across all operations. When activity of concern arises, this dedicated team reports it directly to our internal Information Security Team and the relevant support team, enabling further investigation and next steps to keep our security posture intact.

We contribute to regular internal and external audits and assessments to confirm the effectiveness of our systems. Monthly accredited vulnerability audits and scans take place, while annual audits cover Gambling Commission requirements and PCI-DSS compliance. Internal audits are conducted on a project and risk basis. We also complete quarterly cyber simulations to mature our response to security events, testing both our security tools and our support teams.

The Gambling Commission requires our UK digital business to undertake and pass an annual security audit. Aligned to the ISO 27001:2013 standard, this framework covers more than 60 security controls and draws in multiple stakeholders from across the business, providing evidence that we meet the controls set out in our policies.

Number of data breaches

6

Customers

In this section:

Aim: Deliver exciting and entertaining experiences in safe environments

How we measure progress:

Customer Net Promoter Score ('NPS')

54 Below target of 56

Customer feedback scores on safer gambling

85% On target of 85%

Employee NPS on safer gambling

72 On target of 72

Hawkeye average Markers of Harm score*

5.6 Above target of 5.4**

* This is a new KPI which replaces 'UK Digital customers using safer gambling tools', as it was identified as a more effective measure of our performance on safer gambling.

** A lower score indicates better performance and lower observed risk markers in customers.

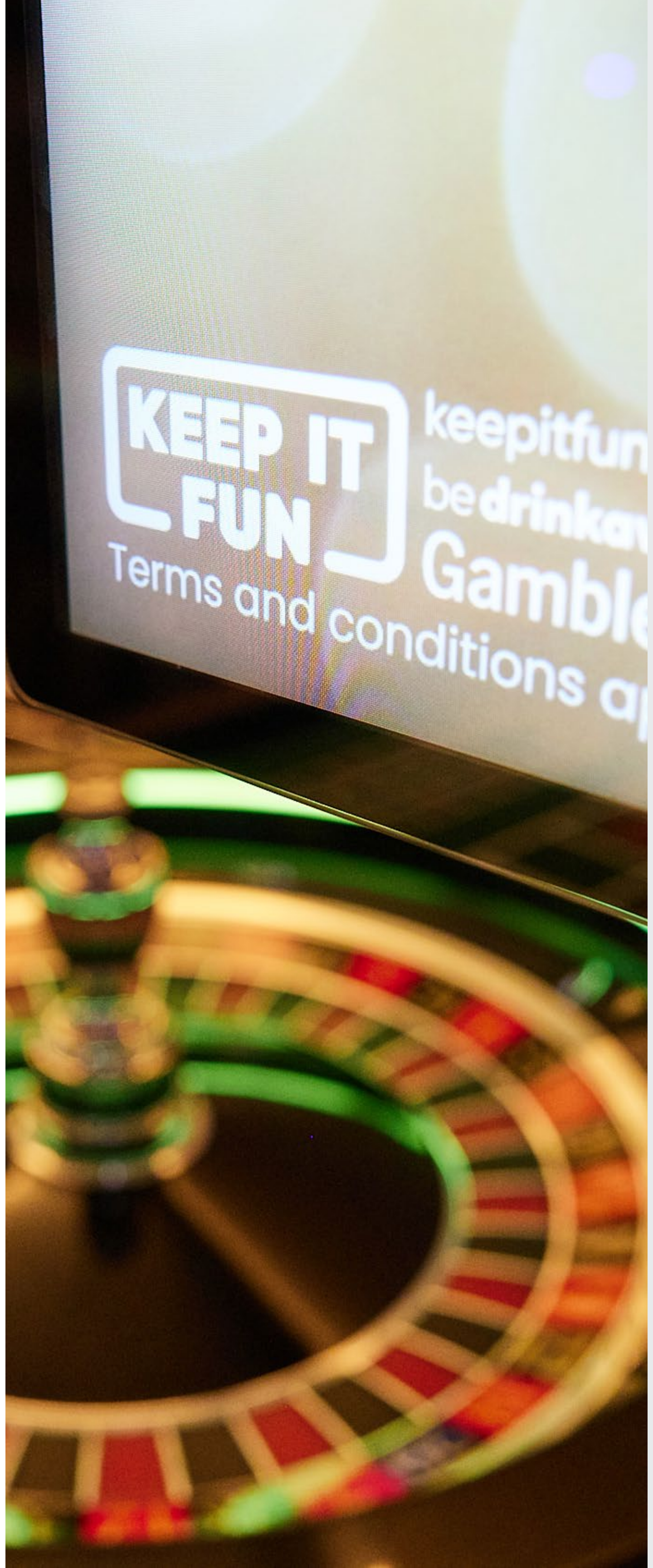
Safer gambling

While our goal is to deliver exciting entertainment, safer gambling is our highest priority. We balance a seamless customer experience with robust safeguarding, ensuring secure play drives every strategic and operational decision across the Group.

We tailor our safer gambling policies to every operating jurisdiction to maintain strict compliance with local regulations while seeking to proactively exceed baseline standards through enhanced protections. We continuously refine our approach by integrating new predictive technologies, upskilling colleagues and strengthening oversight.

Embedded messaging and player awareness

Embedding safer gambling messaging across all our venues, online platforms and customer touchpoints is vital for promoting responsible behaviour. Our approach to safer gambling messaging complies with GamCare's Industry Code for the Display of Safer Gambling Information on websites and apps and the Code for the visibility of safer gambling in UK land-based venues. This year we achieved the target for our customer feedback score on safer gambling of 85%



Key awareness touchpoints include:

Digital integration	New customers across UK and Spanish digital platforms receive introductory safer gambling guidance upon registration. In the UK, our dedicated hub, Keep It Fun, provides centralised advice, tools and links to safer gambling resources and charities. During the year, we have enhanced the safer gambling information on our main Mecca and Grosvenor websites, introducing videos that make it easier for customers to understand the tools available and manage their gambling activity responsibly.
Targeted engagement	Powered by our proprietary Hawkeye predictive model, UK digital customers receive tailored emails offering relevant safer gambling tools based on play behaviour. For our Spanish digital business, we include links to our safer gambling page and the national self-exclusion scheme within our customer communications and marketing materials.
Venue and machine visibility	Across our UK estate, including Mecca and Grosvenor venues, we display prominent safer gambling messaging in line with GamCare's Industry Code. This includes signage in gaming machine areas, notifications on all machines, printed leaflets available to take home, and digital touchpoints in our newly refurbished venues. In our Grosvenor venues, we have introduced interactive QR codes, giving customers instant access to game rules and safer gambling support. In our Enracha venues in Spain, we display responsible gambling notices on every slot machine, alongside posters in washrooms and leaflets at reception.
Campaigns	We support annual industry initiatives such as Safer Gambling Week with enhanced cross-channel marketing, internal communications and dedicated venue collateral.
Regulatory compliance and reporting	In Spain, we comply with local regulations by verifying customer identity on entry at our Enracha venues and by providing customers with clear activity reports that track their gameplay history and total expenditure.

Safer gambling tools

We empower customers with accessible self-management tools to control their spend and time:

Spend controls

UK digital customers can set 24-hour, seven-day, or 30-day net deposit limits (requiring a 24-hour cooling period for increases). In line with upcoming UK Gambling Commission requirements, we are introducing gross deposit limits. In Spain, default deposit limits are assigned at registration, requiring formal application to increase. Gaming machines within Grosvenor and B3 gaming machines in Mecca enable customers to apply loss limits. Through our Mecca Max tablets, customers can also set up deposit alerts when self-set machine spend limits are breached. In our Portuguese digital business, deposit limits are not required by default but can be accessed and set up online should the customer want to do so.

This year we will be introducing gross deposit limits, in line with new requirements from the UK Gambling Commission.

Time controls and breaks

UK digital users can activate 'Reality Check' pop-up alerts reminding players of their current login duration or implement account blocks ('Take a Break') ranging from one day to six weeks. In our UK venues, time limits can be set directly on the gaming machines as well. Spanish digital customers set mandatory time limits on all play except sports betting. Portuguese customers can also utilise player-initiated gaming 'pauses' for up to three months.

Self-assessment and transparency

Our website provides links to GamCare's self-assessment tool in the UK. International digital players receive mandatory in-session pop-up updates about their session behaviours every 60 minutes, and monthly activity summary reports.

Self-exclusion protocols

For customers requiring structured breaks from gambling, comprehensive self-exclusion options are available across all channels:

Rank's self-exclusion tool

Self-exclusion is a structured break available on all channels and automatically suppresses all marketing communications to the customer upon activation. Reinstatement follows a strict, centralised process: in the UK, customers must apply in writing/in person, undergo a venue management interview and receive final approval from an independent central safer gambling team evaluating their lifetime account history. In Spain, flexible exclusion periods are available, with early lifting subject to central safer gambling team review or mandatory cooling-off periods.

National self-exclusion schemes

We actively sync customer databases with national self-exclusion schemes, including GAMSTOP (UK digital), SENSE (UK casinos), BISES (UK bingo), and RGIAJ (Spanish national regulator database via real-time API) to ensure customers can self-exclude from all regulated operators. Customers returning via national schemes undergo dedicated reinstatement procedures to ensure player protection.

Detecting at-risk customers

To identify early indicators of potential harm, we continuously monitor play and deploy sophisticated data models across our operations:

Real time monitoring systems

Digital play

We use Hawkeye, our 24/7 live monitoring system, to monitor digital play in real-time. The system tracks numerous different behaviours, including stakes, failed deposits, session length, velocity of play and late-night play. Our Markers of Harm model is an overlay in the Hawkeye system, scoring customers based on demographic, transactional and behavioural data. If a customer's score exceeds the predetermined threshold, this is a trigger for a tailored action dependant on the risk score. In October 2025, we deployed a new AML data model within Hawkeye to enhance risk scoring and prioritisation.

Grosvenor venues

NEON, our casino management system, assists our teams in detecting at-risk play by tracking all players that are entering Grosvenor venues. Prompts are issued when a customer spends above defined trigger amounts, or visits more than one casino in a day and spends above our thresholds. Grosvenor's risk app connects the assessments of our risk matrix and the behaviour of customers in venue by providing real-time colleague notifications of customers entering a venue. The risk app automatically updates NEON with the outcome of any review or interaction with a customer that has taken place.

Playsafe
(Mecca venues)

Playsafe enables Category B3 machine play in our Mecca venues to be monitored in real-time. Certain play behaviours trigger alerts, prompting venue managers to review and confirm what action, if any, is required.

Mecca Max
(Mecca venues)

In our Mecca venues, we track customer spend on our Max electronic bingo tablets, monitoring activity against predetermined financial thresholds and taking appropriate action when required.

Department of Trust
(Mecca venues)

Embedded within Mecca management systems, providing automated, tiered financial risk alerts that trigger mandatory documentation reviews for high-risk play.

Predictive risk models

Markers of Harm model
(UK digital)

Continuously evaluates demographic, transactional and behavioural data to assign individual risk scores. High scores automatically trigger tailored interventions (ranging from advice emails to account blocks) and suppress promotional CRM.

Affordability assessments
(UK digital)

New customer onboarding that includes automated credit checks and affordability modelling based on postcode and demographic data helps assess customer play in line with their expected discretionary expenditure level (with enhanced protections for under-25s).

Risk matrix
(Grosvenor venues)

A risk model that assesses affordability and potential at-risk play by evaluating spend against income, visit frequency and 90-day spending patterns, with a daily report published to each venue. Trained colleagues combine this data with their knowledge of customers to determine if there is a need for further interaction.

Risk algorithm
(Spanish digital)

Our risk algorithm is based on suspicion and evidence of risk; factors that will inform a customer's score include deposit velocity, self-exclusion history and time since national ban, among others.

Cross-channel enablement and integration

Central Engagement Platform
(CEP)

The CEP gives us a single Group-wide view of our customers, providing a richer understanding of their engagement across our brands. This supports our safer gambling objectives by helping us more accurately predict and identify at-risk customers through triggers and statistical models. We continue to build the platform's capabilities as we decommission legacy systems, enabling us to become a more proactive and responsive business.

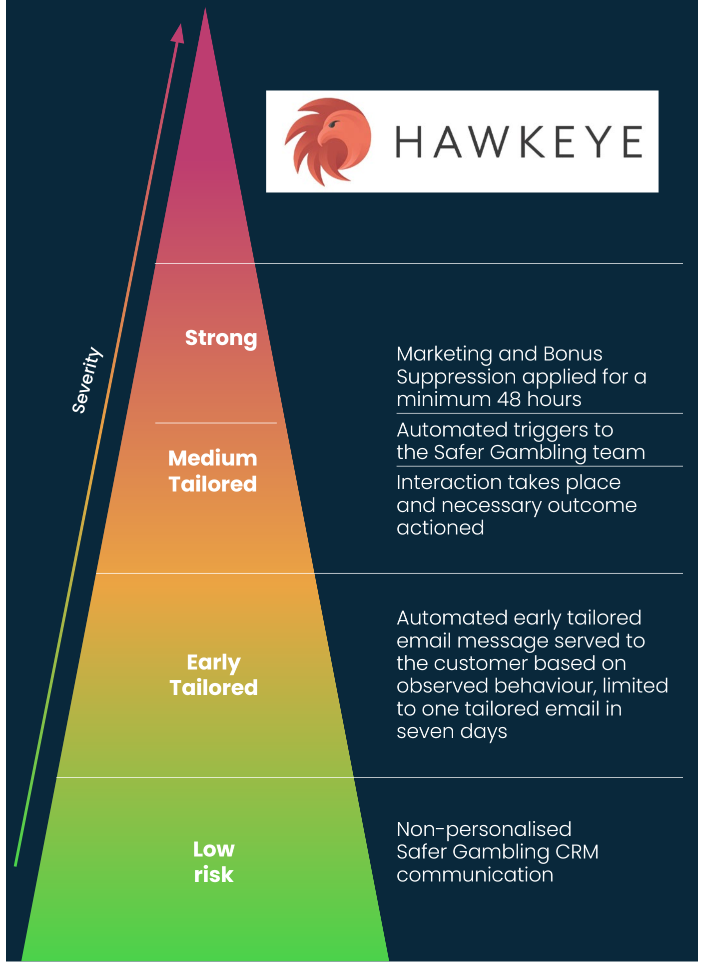
Grosvenor risk app

The risk app connects the assessments generated by our risk matrix to real-time colleague notifications when at-risk customers enter a venue, enabling faster support. The app automatically updates NEON with the outcome of any interaction and flags where action is outstanding, requiring venue teams to open a conversation with the customer within five visits.

Going beyond regulation

Hawkeye is our award-winning system that continually monitors all UK digital play. The platform was fully designed and built by our in-house team, which tailors it to suit the needs of our business and our customers.

This year, we received the Best Player Protection System award at the 2026 European Casino Awards.



Industry cross-operator safeguarding (GamProtect)

In November 2025, Rank joined GamProtect, a UK collaborative initiative alongside the Gambling Commission, ICO, BGC and peer operators. Under this scheme, when a customer self-reports gambling risk indicators (such as addiction, undergoing treatment for addiction or self-harm risk among others), their anonymised data is shared across participating operators to enable cross-platform account closures.

Culture of responsibility and proactive intervention

Specialised workforce training

Data insights are converted into protective action by our colleagues. We invest heavily in continuous role-based education to ensure interactions are empathetic, timely and effective:

UK workforce	All UK employees complete mandatory annual safer gambling training tracked via our digital learning platform, supplemented by specialised role-specific modules.
Spanish operations	Developed in partnership with specialised consultancy Better Change, training is delivered via the Enracha Campus platform. In Spanish digital operations, customer-facing teams receive voluntary, ongoing training exceeding local regulatory requirements and this year they received structured interaction scripts to guide sensitive conversations.

Proportionate intervention and oversight

When at-risk behaviour is identified, operational teams engage customers promptly to evaluate wellbeing and affordability:

Affordability and account controls	Formal conversations requiring affordability assessments are documented; accounts may be temporarily restricted pending assessment completion.
Interaction quality assurance	First-line operational management and the central compliance team conduct monthly sampling and quality checks on customer interactions to measure effectiveness and track post-interaction playing behaviour.
International protocols	In Spain, identified at-risk customers receive direct activity summaries, mandatory play control recommendations, restrictions on credit card usage, and mandatory payment verification.

Safeguarding minors and vulnerable customers

We have a responsibility to prevent underage play and to protect vulnerable customers from harm. This reflects not only our requirement to comply with the UK Gambling Commission's Licence Conditions and Codes of Practice ('LCCP'), the requirements of DGOJ in Spain, and Serviço de Regulação e Inspeção de Jogos ('SRIJ') in Portugal, but also our core values as a socially responsible organisation.

Preventing underage gambling

Underage gambling is strictly prohibited and individuals under the age of 18 are forbidden from entering our venues or playing online. We employ several methods in venues and across our platforms to prevent underage individuals gaining admission, and we act if there are unlawful attempts to enter our venues. Additionally, local area risk assessments are viewed annually to ensure appropriate decision-making and effective risk mitigation for locations that might be close to schools or youth facilities.

In compliance with advertising codes, we ensure that communications or advertising are not presented in a way that would appeal to children.

Every colleague is required to understand their role in preventing underage gambling. Our comprehensive training covers legal prohibitions against permitting minors onto gambling premises, alongside strict protocols for withholding prizes and returning stakes in the event of underage access.

To test this commitment, our casino and bingo venues in the UK participate in collective mystery shopper programmes organised by the respective trade associations. This provides both the Group and the industry reasonable assurance that we have effective policies and procedures to prevent underage gambling. We once again recorded strong results on the mystery shopper programmes and a monthly report on age-verification checking is sent to the Compliance Committee with the annual results submitted to the regulator.

Age-related checks across venues and digital:

Grosvenor venues	Underage entry risks are mitigated through mandatory registration, IDScan technology, full CCTV monitoring and floor supervision. In addition, we actively challenge and verify the age of any customer appearing under 25.
Mecca venues	We check the age of customers suspected to be under 25, refuse entry to anyone unable to produce an acceptable and valid form of photo identification that states their date of birth, and refuse entry in any circumstances where an adult is accompanied by a child or young person.
Enracha venues	There are signs on entry that state only over-18s will be admitted and identification must be proven to enter the venue.
UK digital	We use third-party credit reference databases to check and validate customer registration details to prevent under-18s from gambling on our sites.
Spanish digital	An age verification process is conducted using a service provided by the Spanish regulator.

Protecting vulnerable customers

Customer vulnerability can be triggered by various life factors, including shifting financial circumstances, addiction challenges, and physical or mental health conditions. Moreover, we are very aware that under-25s have the highest average problem gambling score of any demographic and are potentially subject to a range of significant life challenges that could make them more vulnerable than those in higher age brackets.

The effectiveness of our approach to identifying customer vulnerabilities is, to a significant extent, reliant on the accuracy and completeness of the information provided by our customers. High-quality, up-to-date data does enable us to implement safeguards more effectively, ensuring that measures such as self-exclusion cannot be circumvented. To support this, we remind customers of their responsibility to inform us of any changes to their personal details, including in our correspondence when an individual self-excludes and in our terms and conditions.

What's new?

We have added further focus on protecting those customers under the age of 25 or returning from self-exclusion. If a safer gambling interaction is required with a customer that meets either of these two criteria, Grosvenor's risk app now prompts the team to initiate this interaction on the next visit the customer makes to a venue. This differs from the directive of completing the interaction within five visits for all other customers.

Vulnerable customers are identified and supported through an enhanced set of protocols:

Age considerations	We set the bar higher by not targeting promotional messages nor the products themselves towards anyone under the age of 25. We factor in the age of our customers as part of our affordability model and apply automatic deposit limits for all customers who are under 25.
Local area risk assessments	Before opening any new venue, we conduct comprehensive local area risk assessments, which are then reviewed and updated on an ongoing basis.
Markers of Harm model	By evaluating demographic, transactional and behavioural data alongside known markers of harm, our system automatically excludes any customer categorised as high-risk from receiving marketing across all our brands.
Colleague awareness	All colleagues are required to understand their responsibilities relating to the protection of vulnerable customers as they are well placed to recognise changes in customers' circumstances when conducting interactions.
Colleague training	Colleagues in venues receive training relating to the protection of vulnerable customers and on how to recognise and respond to indicators of concern.
Referrals	We take appropriate action if a vulnerable customer is identified, including discussing with the customer the indicator that suggests vulnerability, signposting safer gambling resources and, if considered necessary, refer the customer to GamCare for additional support resources and remove them from marketing lists. We take action to limit a customer's play or stop them completely with either a temporary or long-term suspension.
Contracting emergency services	Our Threat to Life process equips colleagues to act swiftly if a customer is at immediate risk of harm, including training staff to request emergency police welfare checks. During customer service calls, agents can press an instant alert button to notify floor managers and colleagues that they are handling a vulnerable situation, ensuring immediate supervisory support while maintaining contact with the customer.
Monitoring	Any potential or known vulnerabilities are recorded on a customer's account and taken into consideration when assessing their play. We operate a system that captures contact details for the individual in case of an emergency.

Product safety and quality

Under the terms of our operating licences, all the equipment and software we use in venues and for our digital business must comply with the regulations in each operating jurisdiction. This means sourcing products from approved suppliers and conducting regular product testing to ensure that games continue to function compliantly and fairly.

Regulation of products

In the UK, we procure all gambling equipment and software exclusively from companies licensed by the Gambling Commission ('GC'). All content providers must possess B2B certification from the GC, and each individual game undergoes independent certification and testing by the supplier. We are also responsible for engaging third-party inspection and annual testing of our Grosvenor Casino live and direct products (games in venue livestreamed to our digital channels).

The gaming machines we utilise must adhere to specific Gambling Commission technical standards. These requirements vary depending on the type of gaming machines and pertain to game features, display notices, and general machine operation. Additionally, the GC has established technical standards for remote gambling systems, detailing the specific technical and security requirements that licensed remote gambling operators and gambling software operators must meet.

The venues compliance team visit a minimum of 24 venues in the UK each year and perform wide-ranging compliance and licensing checks in a second line of defence role. The venues' teams themselves perform quarterly internal checks on machine numbers and machine compliance.

Our Compliance Manager for the Spanish land-based business conducts audits of the Enracha venues every three months to ensure that the licences on gaming machines are valid. Each autonomous community in Spain has its own regulatory requirements for gaming machines, which include rules around display of information, average game duration and value of prizes. All gambling products installed in our venues are certified in accordance with regional requirements. Each machine must have its individual homologation paper (which is completed by the supplier) and fulfil the legal Return to Player ('RTP') rate.

The legal team also ensures that the licences are displayed in the venue. The regional gambling authorities visit each venue three times during the year and assess a different aspect in line with the local municipality requirements. We also engage an external auditor on an annual basis to provide an independent assessment of both the clubs themselves and the actions of our Compliance Manager.

For our Spanish digital business, any new games must be approved and homologated by the DGOJ. Following certification, we conduct monthly internal checks of the RTP rate, specifically evaluating any significant variation.

Within our Portuguese digital business, both our platform and games are subject to third-party testing, with regulation requiring them to be tested and certified before launch. This requirement also extends to new gaming providers joining the business. The regulatory oversight is reinforced through quarterly and annual audits and is mandated via an accredited testing lab. These audits cover a range of areas, including a review of our change management programme and our gaming controls.

Managing our products to ensure compliance:

Speed of play	We must make sure that games cannot be played at a speed significantly faster than the manually operated equivalent, and that the player is given adequate time to place their initial and any subsequent bet(s) within the game.
Display of information on players' game devices	Game devices must be capable of clearly displaying certain information.
Random number generation for digital games	Random number generation must be 'acceptably random' and demonstrate to a high degree of confidence that the output of the random number generators ('RNG') is random.
Testing	The Gambling Commission's Licence Conditions and Codes of Practice requires that all non-remote gaming machines, technical gambling software and remote operating licence holders must comply with technical standards and requirements set out by the Gambling Commission, relating to the timing and procedures for testing.
Games test reports (remote gambling and gambling software)	Games test results and RNG test results must be submitted to the Gambling Commission to provide assurance that new games (or major updates of games) comply with the Remote Gambling Software and Technical Standards ('RTS'). It also assures that the RNG-driven products, such as casino, bingo and virtual betting, comply with fairness specifications.
Games test reports (gaming machines)	The gaming machine testing strategy requires gaming machine technical licence holders to conduct testing on new games and submit the results to the Gambling Commission. Games testing must be carried out by an approved test house.
Non-gaming areas	All casinos in the UK must devote 10% of the venue to non-gaming areas, which are usually devoted to food and beverage.

Product performance

Monitoring product performance not only ensures that we are operating in compliance with the applicable regulation, but also that we are delivering a seamless experience for our customers. We therefore have clear testing schedules in place to oversee the performance of our physical and digital games, and we respond quickly when we identify an issue to minimise disruption. Ongoing performance reporting also informs our longer-term strategy regarding the types of game we want to bring on board and the suppliers we want to work with.

Venues games: To uphold compliance and maintain the integrity of our operations, the testing of physical games is conducted at each venue. In the UK, this is done through a task management system, while in Spain testing is led by our Compliance Manager who audits venues every three months. All equipment and materials are sourced exclusively from nominated suppliers and when a new machine is acquired for an Enracha venue, it must be subsequently tested after four years, and then every two years.

Digital games: For our UK digital business, all suppliers are required to monitor the performance of the gambling software they provide. This tells them whether a game is under or over performing. The Return To Player rate is the key metric we use in monitoring games across our digital brands. For each game, the expected levels of performance across several rounds are assessed, as there will be variance in the RTP. This establishes the bounds within which a game should be performing. Therefore, if the RTP is consistently or significantly outside the usual levels, this can be quickly identified so we can investigate whether there is a defect in the game. When a game does present an issue, the supplier will notify us immediately and the game will then be removed from the site immediately. The supplier will investigate the incident and an investigation will be launched internally – including addressing any compliance issues and ensuring any players impacted are correctly compensated. In Spain, testing of digital games is undertaken by a certification company authorised by the regulator.

Meeting the regulated standards of product performance through a combination of testing and checks:

Physical gaming machines (Grosvenor and Mecca)	Operating standards for all hardware are in place for Mecca and Grosvenor to eliminate faults, such as broken buttons or glitches in machines. Our Grosvenor gaming machines have fault logging to highlight and measure any product quality issues, while all our Mecca gaming machines have data capture which allows us to see when a machine is offline. We also have daily gaming machine reports which can flag issues such as terminals not connecting, unusual margins or promotional spend abuse. Our operations teams have a daily checklist that is targeted to report or remove product issues at the start of each session or day.
Table games (Grosvenor)	The card shuffle machines are cleaned and checked weekly; the front and back of playing cards are checked daily to ensure they are in good condition; we make sure all cards are present at the start of a gaming session; all table games are supervised and all games in the venues are monitored by CCTV and the footage is reviewed on an ad hoc or as needed basis; and win percentages are reviewed daily and weekly to monitor performance.
Roulette wheels (Grosvenor)	Roulette wheels are cleaned and balanced daily, and weekly drop zone tests are conducted. We utilise Wheel Management Software to analyse data from games to ensure the equipment is balanced and without bias, and the wheels are certified by the supplier. All balls are purchased from a nominated supplier, stored securely and checked by our gaming teams. The data from wheels in all venues can be accessed centrally on one system allowing our central team to detect wheel imbalances and alert the relevant venue's team to investigate.
Physical gaming machines and games (Enracha)	Similar procedures are in place in our Spanish business, and testing is completed in respect of machines in these venues. To guarantee they are operated honestly, gaming machines in Enracha are subject to internal tests and external tests, by both the company that markets them and the Spanish gambling regulator, General Directorate for the DGOJ. Each gaming machine must undergo a review every four years in line with regulatory requirements. Each slots area is checked every day before we open the venue. We also do daily checks in the venues to make sure that the bingo ball extraction machines are working properly, as well as check every single ball before the first game.

Ethical marketing

When we market our brands, our goal is simple: reach the right audience while keeping our advertising responsible and ethical. Our Ethical Marketing Policy – which is available on our website – outlines the high standards to which we hold ourselves to across the Group. While marketing rules vary by country, the policy sets out our clear guidelines for the UK and reflects specific regional requirements, such as those in Spain.

Advertising compliance

Robust checks and balances are embedded across the Group to oversee how we market our products. In the UK, the Advertising Standards Authority ('ASA') oversees companies' advertising approaches. The established advertising codes, consumer protection laws and licensing requirements together stipulate all operators must ensure that promotional communications are restricted to the intended audience and that advertisements do not idealise gambling or its perceived benefits. Rank's membership to the BGC also compels the Company to adopt the industry body's Code for Responsible Advertising.

In Spain, requirements for online gambling promotions and advertising are set by the Spanish Royal Decree 958/2020. One element of the legislation is aimed at protecting children from underage gambling. It mandates that gambling communications and sponsorship are only allowed under very strict scenarios, only on operators' sites or to registered customers, and all advertising must include a clearly displayed 18+ icon. The regulations also require measures to be taken to ensure children below the age of 18 are not targeted by gambling adverts. Furthermore, advertising on TV and radio is restricted to certain times of the day. We strictly adhere to all relevant legislation.

What's new?

While our Ethical Marketing Policy details our expectations and standards at Group level, we acknowledge that there are differing requirements across our distinct business units and jurisdictions. Providing clarity on the precise processes and technical requirements is helpful for our colleagues and so, in the first instance, we have begun developing a supplementary marketing policy for the digital business. These policies are also being informed by the identified areas of risk for each business unit.

Advertising campaigns are informed by a range of checks and guidelines:

Internal expertise

Our marketing team members possess the requisite knowledge of the advertising codes. Any new or significantly different materials that are produced are reviewed by our compliance team before release for tone, intent and whether materials are in violation of any regulations. Within the compliance team, we have subject matter experts who are the specific point of contact for the marketing teams. We have a digital resource hub which houses relevant guidance which is updated with additional direction following new rulings; this can be accessed through 'Connect' - our colleague engagement platform - and we direct the marketing teams to this resource. We have also delivered training to Mecca venues' teams in relation to social media posts. If there is a change in legislation and an action we need to take in response, we send out a compliance newsflash to the business to ensure everyone is aware of the changes.

External approval

Broadcast advertisements are reviewed to ensure they are compliant ahead of submission to Clearcast (a non-governmental organisation that pre-approves most television advertising in the UK – www.clearcast.co.uk).

Due diligence

We conduct thorough due diligence when working with affiliates or other third-party marketing firms, ensuring compliance with our terms and conditions (which includes a requirement to comply with all applicable laws and regulations) and approval processes and we continuously monitor their compliance performance.

Social media guidelines

We have established clear criteria for our social media interfaces with customers (and non-customers). We stringently vet the follower base of social media influencers to ascertain that their underage following across all platforms does not exceed our thresholds, in either percentage or absolute terms, to establish whether they have strong appeal to a younger audience. As standard, we do not operate on TikTok, as it has a relatively larger base of under-18s. We also refrain from using emojis that could be seen as appealing to children. When we execute paid social media campaigns, these advertisements are only targeted at people over 25 years and we only show YouTube ads to people that have been age verified.

Age-gated promotions

All online interfaces are executed within established parameters; all our online promotions are age-gated and contain the necessary signage indicating potentially harmful content for underage viewers.

Safer gambling and advertising

As with all other communications, consistent safer gambling messaging is an important element in our marketing. A safer gambling message must be included in all advertisements in the UK, in compliance with BGC commitments, and 20% of our 'above the line' (broad mass media advertising) media expenditure in the UK is reserved for safer gambling messaging on campaigns.

We also have a policy not to sponsor within the sports sector other than horseracing and greyhound racing, to prevent the promotion of our products and services to children and young adults.

For those customers that have self-excluded, viewing marketing materials could be harmful. It is critical, therefore, that all marketing communications to those customers are suppressed. Additionally, when a previously self-excluded customer is approved to rejoin the business, they are not automatically re-added to marketing lists. Instead, they must actively choose to opt back into receiving communications. Furthermore, any UK digital customers scoring over a particular level on our Markers of Harm model are prevented from receiving CRM activity and have reduced visibility of on-site marketing and promotional assets.

For the venues business in Spain there is no obligation to display the responsible gambling message in our operating locations of Catalonia, Madrid and Andalusia, however, we always display the message within our advertisements. For the digital business in Spain, while we always include the responsible gambling message when required, the obligation to do so is dependent on the following: content and type of communication, communication channel, the targeted users/those potentially impacted and which company is responsible for the communication.

Customer service

Delivering a great customer experience goes beyond our products and platforms – it means providing exceptional support. Whether visiting our venues in person or playing online, customers can count on our team for friendly, timely assistance.

Listening to customer feedback helps us continually refine our offering to meet their evolving needs. Responsible gambling principles also guide every customer touchpoint.

Communicating with customers

We have a multi-channel approach to support, facilitating accessibility for our diverse customer base. To further improve ease of communication, we continue to innovate and evolve our service provision, adding new methods for customers to reach out to us and implementing new technologies to improve the speed of response.

In the UK, when a new colleague joins the customer service centre team, they go through the Academy. This is a 12-week training programme which introduces the business and its products, as well as equipping new team members with the skills required for their role. In Spain, before they can begin taking customer calls, new members of the team undertake two weeks of specialised training.

All front-line colleagues undergo specialised safer gambling training to help them spot signs of customer vulnerability and handle critical 'threat to life' situations effectively. In the UK and Spain, our customer support teams have a direct, dedicated communication channel with the safer gambling team to escalate queries quickly.

We measure service performance by tracking response times and first-contact resolution rates. Customer enquiry volumes decreased this year, driven by efforts to eliminate product defects and the rollout of transformed contact-handling tools that deliver faster, more effective support.

What's new?

A Customer Council was introduced to be a cross-functional forum for sharing insights across the digital teams. Alongside the commercial and marketing teams, customer service feeds into this group, providing data on customer feedback and experience. Ultimately, it reflects our ethos for customers to be put at the forefront of everything we are doing.

To support continued development in our teams, our management team in Mauritius took part in a leadership course aimed at building confidence and competencies. We also rolled out a competency framework across customer operations teams. This enables us to identify areas for improvement or skills gaps that need to be addressed, thereby also driving better customer experience.

For the Spanish digital business, we introduced a new CRM system. This has improved communication with customers, including post-chat survey functionality into the interaction.

To assess general customer sentiment, we track customer NPS across all our brands. Notably, this is also one of our nine sustainability-focused key performance indicators, for which we set an annual target to drive progress. This year's customer NPS was 54.

Helping customers through a variety of player support channels:

Face-to-face interactions in venues	In our Grosvenor, Mecca, and Enracha venues, customers can speak directly to colleagues. Colleagues in all our venues have received training on how to support customers and deliver an excellent experience.
Website contact options	There are 'Support' pages on the websites of all our digital brands. For our UK digital businesses, this take the form of our new self-service support hub described below. For our Spanish and Portuguese digital brands, customers are directed to the support page which includes frequently asked questions, as well as live chat, email and telephone contact options.
Self-service portals	Our self-service portal follows a support flow starting with a chatbot which provides instant support. If the customer is unable to find the answer to their query, a live chat functionality or the option to phone us directly are also in place. Self-service portals are available for all our UK digital brands and have enabled customers to easily and quickly resolve multiple queries without having to speak directly with a member of our team. The portals cover a wide range of topics and easily guide the customer to the possible solutions with clear instructions. The portals are constantly updated to reflect any changes in the business.
Complaints policy	Complaints in venues can be received by the colleagues on the floor or escalated to the venue's general manager. In all our UK and Spanish venues, complaints can also be submitted via email or a physical complaints form, or posted online through search engine reviews, which our marketing team review. Our Complaints Policy and contact details are available on the website of all our UK digital brands. Through the support section on our Spanish digital websites, customers can use the contact details to submit complaints. Chat moderators for Mecca and our Spanish bingo brands also log and escalate any customer complaints raised within live chat rooms.
Chat hosts	On our Mecca site, we have chat hosts present in most of our bingo rooms to converse with and support our customers. Our bingo chats on our Spanish digital channels also have chat moderators.

Responding to feedback

Our front-line customer service champions are trained to resolve most enquiries at first point of contact, while escalating more complex complaints to specialist teams. Customers in the UK have the option to seek independent adjudication of complaints through the Independent Betting Adjudication Service ('IBAS'). We have a weekly report on customer service in the UK which is shared with management and the wider business unit.

To use customer feedback to improve service delivery, our quality and monitoring function assesses all customer interactions and provides direct feedback to team members. We utilise a case management system to categorise complaints, enabling us to track trends and identify common or recurring issues requiring attention.

Following each interaction with a customer in the UK, they receive an email survey to rate the service received, indicate whether the issue was resolved and provide further comments. We employ text analysis to extract insights from this feedback. All data is used to identify broader issues for root cause analysis and to determine appropriate resolutions. Findings from the gathered feedback are shared internally with relevant teams to drive continuous improvement.

Our Spanish digital business tracks customer satisfaction rates via an online platform, incorporating a post-chat survey. The customer service manager reviews survey responses daily.

Health and safety

Operating multiple venues across the UK and Spain demands robust physical health and safety ('H&S') frameworks. We adhere to high H&S standards, aligned with statutory local regulations and recognised industry codes of practice.

Overall H&S governance across our UK venues and support offices is directed by our Head of H&S. At the venue level, General Managers maintain day-to-day responsibility for customer and colleague safety. While our internal team oversees general H&S and food safety compliance, fire safety management is delivered through a partnership between our in-house specialists and an accredited third-party provider.

In Spain, H&S is managed by an external provider. This operates in compliance with Spanish law on occupational risk prevention, taking actions to minimise risk to the health and safety of employees, including risk assessments, preventative planning (specific actions to prevent identified risks from occurring) and carrying out medical check-ups. Training is also provided to colleagues when they join the business and refresher training is carried out when required. Audits of venues for health and safety and food safety are conducted. Firefighting equipment is subject to regular maintenance and inspections.

We continue to regularly update our policies to ensure that they reflect best practice and effectively communicate our standards across all areas of health and safety. This includes a Fire Management Policy, a First Aid Policy, an H&S Policy for venues and an overarching Group H&S Policy.

What's new?

Audits and risk assessments are an important avenue for continually managing down risk. We completed a full round of fire risk assessments and resulting actions were taken to further improve venue risk profiles. Following our food safety audit, we issued supporting guidance to venues and we have seen a marked improvement as a result.

Health and safety function comprehensively manages all relevant risks:

Audits	The H&S team visits every club and support office once a year to conduct a comprehensive H&S and food safety audit, with further support provided where required. The H&S team also monitors fire safety between the formal fire risk assessment schedule.
Food safety	Our Food Safety Management System and Allergen Policy govern our food safety processes and both are supported by comprehensive 'How to Manage' guidance including how we approach customers about allergens.
Fire safety	Fire safety is managed through a combination of third-party fire risk assessments and interim monitoring by the H&S team. There is a fire risk profile for the estate which determines the frequency of fire risk assessments and which is verified and agreed with our primary fire authority, Hampshire Fire & Rescue.
Learnings	Audit results are communicated to the venues' leadership team and their progress is monitored on an ongoing basis. The H&S team revisits venues to provide additional support where needed, assisting operations with the implementation of escalated actions stemming from audits and conducting additional reviews as necessary. The frequency of these revisits can vary based on specific needs.
Facilities management	The H&S team work collaboratively with the internal and external facilities management team to ensure that plant and equipment maintenance and compliance are included in the venue audits.
Policies	H&S policies are reviewed on a regular basis and assured by our prime authority, Wakefield Council. Current policies include Health and Safety, Accident Management, Allergen Management, Asbestos, Controlling Contractors, Display Screen Equipment, Fire, Food Safety Management System, Hazardous Substances, Legionella and Working at Height. The H&S team also provides comprehensive 'How to Manage' guidance documentation to support policy implementation.
Health and Safety Management System ('HSMS')	Our HSMS has been developed in accordance with HS65 guidance published by the UK Government's Health and Safety Executive. This comprises policy, procedures, risk assessment, training and communications, as well as the mechanisms to enable timely review.
Annual training	H&S training is available to colleagues on our online platform, Springboard. There is basic H&S training for all employees which must be completed during onboarding and then annually. We have implemented mandatory fire safety training as a separate course for all our employees.
Specialised training	Specialist training courses are made available to venues-based employees, the extent of which varies depending on individual roles. Fire warden/marshal training is delivered to those who have specific fire safety responsibilities. Food safety training has been extended from Level 2 (which all food handlers are required to have by law) to Level 3 (which provides more detailed training) on a continuous rolling programme.
Reporting	Audit data, updates on the training completion and planned preventative maintenance ('PPM') reports are communicated to the Risk Committee monthly and to the Audit Committee twice a year or more frequently as required.

Colleagues

In this section:

Aim: Be an admired employer

How we measure progress:

Employee engagement score

8.2 Below target of 8.3

Women in senior roles

40% On target of 40%

Learning and development

Investing in our workforce through continuous learning and tailored leadership development enables our teams to excel in their roles and advance their careers. From structured onboarding and apprenticeships to bespoke executive training, we build robust internal talent pipelines to support long-term business growth.

Development opportunities

Our extensive learning and development programmes provide colleagues in all departments and locations with many training opportunities and courses to build their skills.

Tailored management and leadership programmes allow us to nurture internal talent and build a healthy pool of future leaders. At the executive level, we support continuous Board learning by providing regular updates on corporate governance, industry trends, ESG and safer gambling, alongside targeted director development.

What's new?

Our talent and learning strategy is ever evolving. We regularly review and identify the priorities for continued colleague development and growth across the Group and within the business units to meet the current and future business requirements.

To continuously upskill our management team, we delivered targeted leadership training this year. Key initiatives included programmes on supporting attendance – establishing a consistent approach to absence management – alongside 'Train the Trainer' courses to align internal facilitators across centralised modules, and workshops on conducting meaningful, effective performance reviews. In addition, as part of our partnership with Henley Business School, we've increased our places on their development events, which include online and in-person masterclasses and webinars. Fifty leaders have taken up the opportunity this year, equalling over 130 hours of learning completed across priority topics such as AI, leadership capability, transformation, change management, strategic thinking, mental health and high-performing teams.

Within the business units, we also deliver tailored learning and development opportunities that are appropriate to regional needs. In Mauritius, we delivered workshops for teams and leaders that focused on building a high-performance culture, while in Gibraltar we hosted similar workshops to support cultural and organisational evolution.

In South Africa, career pathway maps have been developed for each business area, aligned to the globally accepted Skills Framework for the Information Age ('SFIA') skill levels and competency descriptors, giving colleagues a comprehensive visual understanding of the growth opportunities available to them across the business.

In Mecca and the support offices, there has been a focus on leadership development, with specific materials and sessions being delivered, while Grosvenor provided targeted coaching support for selected venues', management teams and team coaching for Regional Directors.

Helping our colleagues continuously grow is central to our approach:

E-learning platforms

Our e-learning platforms each serve to support different aspects of our colleagues' development and progression. 1) Springboard offers over 700 courses in professional and personal skills development, as well as being a hub for our compliance and mandatory training courses. 2) 'Love to Learn' provides tailored learning, education and development for colleagues, allowing us to create and publish playlists linked to engagement and targeted topics and individuals to create their own personal learning playlists. 3) The Udemy platform continues to support the learning of our colleagues working in specialist digital and technical roles. We also have enhanced licences allowing us to curate learning into career pathways, linked to roles and progression. 4) For our Spanish venues business, our training platform, Enracha Campus, gives colleagues access to different soft skill courses and acts as a means of talent detection, identifying colleagues who have obtained strong results on completion of training courses.

Performance reviews

We carry out annual performance reviews and mid-year check-ins as a formal way to agree objectives, review performance and progression and plan for development and support. Outside of this, we recommend regular one-to-ones to check in and take time out. We are improving the process, with more colleagues completing their review online, as they move over to Dayforce, our centralised HR system. Ahead of these bi-annual reviews, we offer Development Planning and Goal Setting drop-in sessions and workshops for line managers. At Board level, annual skills reviews are conducted to assess knowledge and experience of our directors, while our executive and two levels below the executive are reviewed bi-annually to consider high-potential capability and any competency gaps. Our CEO, interim CFO and CPO meet every six weeks to specifically discuss talent, development and their reviews feed into the bi-annual process.

Succession planning

Our bi-annual Talent Review process is a comprehensive and standardised approach to talent management. It allows us to identify, develop and retain high-performing and critical talent, develop management and leadership pipelines, identify and mitigate risks, improve organisational performance and employee experience and align talent and learning strategies with business goals. We work closely with the People Directors and their areas of responsibility to ensure a detailed and robust process is carried out. We analyse the data and insights from these reviews to support progression and development, and to aid strategic decision-making. This also informs our development roadmap centrally and within the business units, ensuring we are aligning development and strategic business priorities. Our Leadership Framework outlines our consistent leadership expectations and helps to ensure that there will be continuity of capability across the business, embedding these into any business unit leadership and management development. Succession plans are maintained through the Nominations Committee for the Board, Executive Committee, and other members of the Senior Leadership Team, with a particular focus on succession for critical roles.

Continues on the next page.

Learning and development

Helping our colleagues continuously grow is central to our approach:

Supporting external qualifications	A formal process enables colleagues to apply for financial support to undertake external training that will build capability in their current role or future progression, such as a master's degree, mini-MBAs and project management courses.
Apprenticeships	Apprenticeships are used as a tool to develop and upskill individuals within the business or prepare them for management roles – resulting in a recognised, formal qualification. Colleagues have completed apprenticeship qualifications in a range of areas including AI and Data, Leadership & Management, Facilities Management, Business Transformation and Food and Beverage Leadership. These programmes provide hands-on learning, professional qualifications and valuable experience, all fully funded through Rank's apprenticeship levy. This will remain an area of focus for us into 2027.
Mentoring and coaching	The Mentoring@Rank programme provides exclusive internal mentoring opportunities that allow colleagues to network with, learn from and support each other's development and growth. Bespoke performance and development coaching is also offered to members of senior management with succession potential, and we use a roster of qualified external coaches and mentors to provide support.
Development programmes	Bespoke development programmes, including our Henley Partnership, WHiTL Development programmes and Shine (Women in Leadership) are offered to colleagues. Magnify your Game, Future GM, Management Essentials and our central Leadership and Management modules are development programmes for Mecca, Grosvenor and UK digital business units and Central Support teams, focusing on future talent and developing a succession into key roles. For our Spanish venues business, Enracha Campus runs a two-year scheme intended to provide professional development of skills and technical abilities for high-potential individuals.

Case study
Supporting internal progression

Aidan's journey at Mecca exemplifies Rank Group's commitment to growing talent from within and providing clear pathways for career progression. Joining Mecca at age 19 as a front-of-house team member at our Wednesbury club, Aidan progressed into bingo calling before taking advantage of Mecca's flexible working arrangements to maintain his role part-time while completing his university degree at the Beeston club.

Through continuous on-the-job development and leadership support, Aidan has steadily advanced through the business, recently stepping into the Assistant Manager role at our Kingstanding club. His career trajectory highlights our focus on nurturing long-term talent, supporting colleague development and building a strong internal leadership pipeline.

"The support I had from the General Manager here, as well as the Assistant General Manager at Wednesbury, has been great. They shared their managerial experience and what it meant to step into this new role."

Aidan Brunson-Douglas
Assistant Manager, Wednesbury Cross

Case study
Unlocking potential through recognition

Benji's story illustrates how Rank's recognition initiatives empower long-serving colleagues to realise their potential and step into leadership roles. Balancing family commitments and another role while working part-time as a bingo host, Benji was nominated for Mecca's national 'Caller of the Year' competition.

Participating in the programme proved to be a transformative, confidence-building experience – expanding his professional network across clubs, earning him widespread media exposure as the eventual winner and deepening his engagement with the business. Drawing on his extensive operational experience, renewed enthusiasm and strong tenure, Benji successfully transitioned into a full-time leadership role as Assistant Manager at our Oldbury club. His journey demonstrates how our talent recognition frameworks inspire colleagues to unlock new career opportunities at Rank.

"I cannot express how supportive Mecca has been. Whether it was giving me time off to cope with personal struggles or the training to take on a managerial position, my managers and colleagues have helped to build my confidence and get to grips with my new role, and I've already learnt so much!"

Benji Maycock
Assistant Manager, Oldbury

Equality, diversity and inclusion

Talent attraction

We always aim to attract the best people to our business, and to do so, we want to access the widest possible pool of talent. We have therefore established an effective, fair and inclusive talent acquisition process. We publish job vacancies across a range of platforms, utilising the primary channels in each location. We also collaborate with job centres to advertise vacancies where there is a specific location-based need. In Mauritius and Cape Town, our talent team also attends recruitment fairs to showcase Rank's proposition and the career opportunities we offer.

To promote inclusivity in our hiring process, we have been focused on further diversifying the channels we are using to advertise jobs, including careers fairs at universities, to bring in more young colleagues to the business. We consider where there is under-representation of a demographic and make sure that our process is as neutral and inclusive as possible.

We check job advertisements to make sure the language used is not gendered. Unconscious bias training is given to new hiring managers. Where feasible, and as part of our ongoing training initiatives, we encourage the use of mixed interview panels with diverse demographic representation.

We have completed the rollout of our new talent acquisition system. This has created one ecosystem for our recruitment processes, from publication of the job advertisement and receiving applications, to reviewing applications and conducting interviews, right up to the point of offer. The migration offers AI support and reduces manual administrative jobs for the team through automation and by no longer operating on fragmented systems.

To ensure a seamless transition for new leadership, Mecca and Grosvenor operate a structured rotational onboarding programme for incoming General Managers, guided by a comprehensive framework covering key operational disciplines. Across our Grosvenor venues, our six-week intensive Gaming Academies train new recruits in casino dealing, offering fully funded skills development and direct pathways into employment. Alongside these learning initiatives, we continue to actively enhance our employer brand recognition to attract top talent.

We remain committed to driving meaningful progress in equality, diversity and inclusion ('ED&I') while fostering a supportive workplace for every colleague. Guided by our three core ED&I objectives, this strategy is delivering tangible results - evidenced by a further year-on-year reduction in our median gender pay gap, from 4.3% to 3.6%.

Objective 1:

To be recognised as an admired employer worldwide, known for attracting and retaining top talent, we will create a colleague experience that showcases the opportunities to work, win and grow at Rank across all our global locations.

This year, two colleagues completed the WiHTL Women Leaders Programme, marking the second cohort of Rank colleagues to take part in this external development opportunity. Moving forward, we will continue to make use of our WiHTL membership to support female talent, recognising that, while places are limited, these programmes are delivering meaningful impact and are now an established part of our talent and leadership development approach for women.

Further supporting the development of future leaders, Shine is an external career development programme designed to help women gain clarity on their career paths. The three-day programme enables participants to build a personal and professional vision. This year, nine women recognised for their leadership talent completed the programme, four of whom have secured promotions and roles with greater responsibility, further improving our female leadership representation.

Our colleagues contribute to WiHTL committees, sharing best practices across the business on HR and inclusion leadership, data and insights, race and ethnicity, accessibility and employee networks. In addition, Rank is represented in Global Gaming Women, a network dedicated to supporting, inspiring and empowering women in the gaming industry, as well as the Betting & Gaming Council People & Culture Committee.

Additionally, we completed the WiHTL ED&I maturity curve, for which we received a silver accreditation. We are now reviewing our ED&I strategy considering the feedback received to ensure our approach remains relevant, focused and impactful.

Objective 2:

Remove perceived or actual barriers to career progression and drive a continuous learning and development culture that enhances our global talent pool's performance, positioning ourselves as an admired employer with ambitious teams.

Our zero-tolerance approach to discrimination is embedded in our company policies. All colleagues complete annual mandatory ED&I training, ensuring awareness of workplace safety and harassment prevention.

Our new Supporting Attendance Policy was launched in March 2026, initially within the Mecca business, with plans to extend across all business areas during 2026. The policy, alongside its supporting resources, provides a clear framework to help managers support colleagues back into work, with a strong focus on promoting colleague wellbeing. Our updated equality, diversity and inclusion policy, #BeYourself, was launched in October 2025 and is easily accessible to all colleagues through Connect, our global communication and engagement platform. It is also translatable to ensure accessibility for colleagues for whom English is not their first language.

To attract and retain diverse talent, ED&I principles are embedded into recruitment. Hiring managers have received specialist training and refer to hiring guides to ensure fair and inclusive hiring processes. Additionally, general managers, assistant managers and team leaders have been trained on the importance of onboarding in our venues and inducting new starters, reinforcing Rank's commitment to a supportive and inclusive workplace.

A management information dashboard tracks workforce demographics, gender and location to help us monitor ED&I progress, ensuring Rank continues to build an equitable and diverse organisation. Our Connect platform is one example of where inclusion has been front and centre of its design, particularly with accessibility in mind. Available via app and web, and offering instant translation across locations, it allows all colleagues to stay informed and engaged.

Our latest Employee Opinion Survey ('EOS') continued to include two specific ED&I questions designed to help us understand whether colleagues feel opportunities are fair and whether barriers to progression are being experienced or observed across the business. The combined inclusion score across both questions was 8.0 out of 10, unchanged since November 2024.

Case study
Refreshed #BeYourself Policy

Inclusion at Rank is an operational imperative, embedded within our decision-making, workplace culture and employee value proposition. To mark National Inclusion Week – themed 'Now is the Time' – we conducted a comprehensive strategic review of our Group-wide ED&I policy, #BeYourself, ensuring our governance framework reflects modern inclusion standards.

The updated policy translates our inclusion principles into actionable standards, outlining Group commitments, behavioural expectations, and clear definitions surrounding discrimination to establish a shared language across our workforce.

As a global business operating under diverse legal and cultural frameworks, we maintain a universal commitment to ED&I that extends beyond regional statutory baselines, such as the UK Equality Act 2010. The #BeYourself framework applies to all employees globally while respecting local legislation. To maximise accessibility, the policy is hosted on our Group platform, Connect, featuring full translation capabilities for non-native English speakers.

To align this internal culture with external talent acquisition, we launched a dedicated ED&I portal on our corporate website. This platform provides prospective employees with transparent insights into our culture, strategic priorities and inclusion commitments before they apply, reinforcing Rank's position as an employer of choice.

Objective 3:

Create an inclusive and diverse global culture that embeds equality into all business practices, ensuring every colleague feels valued, recognised, respected and empowered to contribute their best, thereby driving higher engagement and performance.

Our five colleague network groups – Women@Rank, LGBTQ+, Racial Equality & Diversity, Accessibility@Rank, and Worklife & Wellbeing - serve as a vital mechanism for colleague voice, providing valuable insight into the day-to-day realities of working across the Group. They help identify factors affecting inclusion, engagement and employee confidence, while highlighting where policy adjustments, leadership action or extra support are needed. For example, Accessibility@Rank recommended interface enhancements to Connect, which we have now implemented, while Women@Rank launched an internal resource library featuring curated books and podcasts.

Indeed, all five of these networks are integrated into Connect to expand their reach and encourage participation. ED&I events highlight the year-round efforts of colleagues in driving inclusion. These initiatives are aligned with our network groups and are further supported by our learning platforms and external partnerships, including Inclusive Employers and WiHTL. We also utilise Love to Learn, our digital learning platform, to promote content linked to our annual engagement calendar, sharing curated lists of learning materials (e.g. articles, videos, courses, quizzes) for events.

Case study
International Women's Day

To mark International Women's Day, Rank partnered with 'Inclusive Employers' to deliver an interactive session titled 'Unmasking at Work: Why Authenticity Matters', aligned with the global theme 'Give to Gain'. The workshop encouraged colleagues across all levels and backgrounds to explore how authenticity drives a supportive, high-performing workplace culture.

Recognising that psychological safety relies on collective allyship, the event drew strong cross-functional and gender engagement across the business. Together, attendees examined the personal and professional impacts of 'masking' and 'code-switching', identifying practical ways colleagues and leaders can foster an environment where individuals feel trusted, appreciated, and confident in their roles.

"Being a part of Rank's International Women's Day event was a really powerful experience. It was great how people shared their individual experiences and how participants really challenged me with their questions during the session. It speaks to Rank being a very progressive business and how proactive their People Team is; they are considering inclusive language, their international workforce, and how colleague networks talk to each other. By prioritising even the smallest elements of communication that support everyday inclusion, Rank is staying ahead of curve."

Puja Mitra
Senior Inclusion & Diversity Consultant (Inclusive Employers)

Engagement and reward

Maintaining open, two-way communication and competitive reward packages are essential to fostering an engaged, valued global workforce. Through regular listening channels, competitive benefits and peer-to-peer recognition programmes like Full House, we ensure our colleagues feel supported, motivated and celebrated across every location.

Colleague engagement

With a workforce of over 7,400 across venues and support offices globally, establishing clear communication channels and robust feedback mechanisms is essential for every colleague, regardless of their role or location.

As well as gauging colleague sentiment through forums and listening sessions, network groups and one-to-ones, we conduct a biannual employee opinion survey ('EOS'). Our employee engagement score serves as our KPI for employee satisfaction. Our latest opinion survey, carried out in May 2026, demonstrated that engagement remains stable across the Group, with an overall engagement score of 8.2 out of 10 (unchanged since the November 2025 survey but slightly below last year's score of 8.3).

Reward, strategy and growth continue to be the lowest scoring drivers and will remain central to our people priorities as we progress to the next full survey in May 2027. This year, wellbeing will be introduced as an additional focus area, recognising its critical role in strengthening trust, supporting a positive colleague experience and sustaining engagement across the business.

What's new?

We continue to evolve our listening strategy each year, adapting to the ongoing feedback from our colleagues. This year, we continued to include additional ED&I questions in our EOS to enable greater insight into this aspect of the colleague experience. The HR email service, AskHR, has now moved to a first response ticketing system, allowing colleagues to submit queries directly and receive a unique case number. The system automatically tracks enquiries, helping the team monitor, manage and respond to requests more effectively.

We provided Supporting Attendance training to managers, helping them to proactively manage and support colleague attendance and create a consistent approach to absence management, including reasonable adjustments and absence triggers.

Colleague engagement channels:

Employee opinion survey	The EOS is conducted once a year across all locations. It covers all aspects of working at Rank while a 'Pulse' survey six months later serves as a check-in. The EOS measures engagement levels and gathers feedback on all aspects of our colleagues' experience.
Feedback from the survey	Feedback is actioned through a 'You Said, We Did' framework. In Spain, feedback is analysed by management and a meeting with the colleagues in each Enracha club is hosted to present the results and answer any questions.
Employee engagement platform	'Connect' is our communications and engagement platform available to all colleagues through an app or via the web, with all content being instantly translatable. It provides timely, relevant and engaging updates, supports a culture of two-way communication, and allows the business to engage with venues' colleagues who are not office-based.
HR data analytics	Our HR dashboard provides a real-time, Group-wide view of people trends on key metrics (such as colleague performance and attrition), supports strategic planning and helps business managers identify key trends and areas for focus in the business.
Town halls	Group-wide town halls are conducted every 6-8 weeks, led by the Chief Executive with presenters from across the different areas of our business, and include a Q&A where colleagues can ask questions with the option to submit them anonymously. Our individual brands also host forums internally including leadership listening sessions, national employee forums and business unit town halls or standups.
Venue management meetings	We hold General Manager team meetings and Regional Operations meetings.
One-to-one meetings and team meetings	We conduct hiring, onboarding and long-service surveys, as well as exit interviews. Annual performance reviews and mid-year check-ins are also carried out. Line managers are encouraged to hold one-to-one check-ins regularly with their team members to ensure performance feedback is provided and any necessary support is given for development. Team meetings are held within departments; project and performance meetings and business review meetings are also held regularly to ensure colleagues understand how the business is performing and how they or their teams contribute to the success of Rank.

Continues on the next page.

Colleague engagement channels:

HR mailbox	The HR mailbox has now moved to a first-response ticketing system, allowing colleagues to submit queries directly and receive a unique case number. The system automatically tracks enquiries, helping the team monitor, manage and respond to requests more effectively.
Employee forums	It is important to have a setting through which elected employee representatives from across the Group can ask questions or raise concerns. Twice-annual Group Employee Voice Forums allow colleagues to speak directly with Executive Committee members, while local Ask Me Anything sessions, also held twice a year, are attended by the leadership teams in each location. Themes from each meeting are extracted and we assign responsibility to specific teams to take suggestions forward or implement solutions.
Board-led engagement	Our Board visits our venues and our designated Non-Executive Director ('NED') for workforce engagement spearheads biannual confidential virtual employee listening sessions for colleagues from across the Group and reports formally to the Board on key matters discussed in these sessions.
Union engagement	We have an open line of communication with union bodies and hold regular meetings. In Spain, on an ongoing basis in all the venues, as well as at regional and state level, we have forums for the negotiation of agreements of national or regional application.
Whistleblowing and grievance policies	Speaking Up, our whistleblowing platform, is managed by an independent service provider, available 24/7, has multi-lingual communication channels, and ensures anonymity of the individual reporting a concern. We have a Grievance Policy in place, and the grievance mechanism is managed by our People and Culture team, providing another avenue for colleagues to raise concerns.

Reward and recognition

We want our colleagues to know how valued they are and to give them the recognition they deserve for their work. As well as presenting colleague awards and utilising our recognition platform, we have designed a benefits package that supports colleagues' wellbeing.

What's new?

We have continued to roll out our recognition platform, Full House, across the business, with Gibraltar and South Africa having full access to utilise the discount voucher element of the platform.

We have also expanded the use of our employee assistance platform, Lyra Health, to include Enracha, giving our Spanish colleagues access to an additional service to support mental health.

Colleague recognition and reward:

Colleague awards	Our values-based awards programme, STARS (Service, Teamwork, Ambition, Responsibility and Solutions), recognises individuals or teams nominated by their colleagues for exemplifying Rank's values in their work. The awards are presented at our global town halls for both office and field-based colleagues. Following the Group's quarterly STARS awards, finalists are put forward for local STARS awards. Additionally, STARS awards are held annually for our venues' teams.
Recognition platform	Our recognition platform, Full House, enables peer-to-peer recognition through a transparent and fair process that reinforces our culture of peer-to-peer, non-monetary recognition. Colleagues can redeem points they are awarded for items on the built-in discount platform, which features high street shops and online brands.
Employee Assistance Programme ('EAP')	We employ different EAP providers globally to ensure colleagues in each UK and international location can access the support they need (e.g. awareness of options for affordable quality medical care through our medical plans, wellbeing support and financial advice).
Annual bonus plans	We undertake bonus and pay reviews to ensure compliance but also benchmark our compensation within the market.
Pension plans	Company pension arrangements were reviewed in the previous year in all our locations to maintain our competitive position and provide an appropriate and affordable opportunity for colleagues to build towards their retirement. We subsequently changed providers for some UK colleagues and pension presentations delivered by Legal & General took place to educate colleagues on the move from Nest to Legal & General. These webinars were available for all colleagues to attend, supported by Rank's pension advisers.

Mental health and wellbeing

Delivering an exceptional colleague experience means prioritising mental health and wellbeing. Through our dedicated Worklife & Wellbeing programme, we ensure employees have access to comprehensive, practical support whenever they need it.

What's new?

To support our expanding team in Mauritius, we relocated to a more contemporary office space designed for growth. The upgraded facility offers enhanced amenities and dedicated areas that foster greater collaboration, communication and social connection among colleagues.

In April, we marked Stress Awareness Month, sharing curated lists of resources through our digital learning platform to support wellbeing and stress management. We shared practical tips on addressing and lessening stress, signposting our Employee Assistance Programmes, other wellbeing resources and the importance of using annual leave.

Equipping line managers to deliver effective guidance, support and signposting remains a core priority across the business. We hosted specialised sessions focused on fostering a positive workplace culture where managers prioritise self-care alongside team wellbeing. These workshops help leaders recognise early warning signs and contributing factors of mental health conditions, and provide practical frameworks to initiate supportive conversations. The initiative also offers guidance for managers navigating their own mental health challenges.

Mental health is prioritised through a range of initiatives:

Social and Wellbeing Squads	Each office benefits from a dedicated Social and Wellbeing Squad, responsible for organising activities and initiatives for their colleagues. For example, our Malta office provides activities like yoga and meditation, organises social and sports events, and offers company-provided breakfasts and fresh fruit. Such initiatives are tailored to the specific needs and preferences of our colleagues in each location.
Employee Assistance Programme ('EAP')	Our UK Employee Assistance Programme, 'Be Supported', is provided by AXA Health and includes a mobile app designed to facilitate the development of positive wellbeing habits in daily life. This provides colleagues with readily accessible resources and support. Through Bupa, we are also able to provide wellbeing support webinars, covering mental, physical and financial health. We also provide webinar content from PepTalk, covering a wide range of subjects, including mental health and wellbeing. Our overseas locations are supported by Lyra Wellbeing, a leading provider of workforce mental health benefits.
Love to Learn	The 'Love to Learn' digital learning platform supports colleagues and managers with a broad range of learning, support and education tools. It also provides resources to support, drive awareness of, and educate our colleagues on many topics, including mental health and wellbeing.
Mental Health First Aider ('MHFA')	We operate a MHFA training programme, equipping colleagues with the skills and knowledge to provide initial support to those experiencing mental health challenges.

Environment

In this section:

Aim: Reach net zero emissions by 2050

How we measure progress:

Reduction in absolute carbon emissions tCO_2e

4,203 Above target of 3,700tCO_2e

Solar projects committed

0 Below target of 5

Degasified venues

0 Below target of 1

Employee NPS on environment

39 Below target of 40

Emissions management and climate change adaptation

As part of our broader climate risk strategy to build a resilient, sustainable business, we remain fully committed to our Net Zero Pathway, targeting net zero emissions across Scopes 1, 2 and 3 by 2050.

Following a recalibration of our decarbonisation model last year to align with updated operational insights, we revised our near-term target to achieve a 75% reduction in Scope 1 and 2 emissions by 2035. This adjusted trajectory balances ambitious climate action with operational resilience; the full rationale behind this recalibration is detailed on page 48.

Our decarbonisation strategy

The first stages of our journey focused on measuring our energy consumption, baselining our emissions, conducting audits of our portfolio and in-housing our data management. By taking these steps to improve our understanding and oversight of our global emissions profile, we are better placed to begin identifying and implementing viable initiatives to reduce fossil fuel dependence and improve overall energy performance.

Year-on-year ('YOY') reduction in Scope 1 and 2 emissions (UK and Spain)

26.1%

Our decarbonisation strategy

Net Zero Pathway

What we have achieved

- Reduced Scope 1 and 2 emissions by 26.1% Group-wide YOY.
- 100% of purchased electricity in UK and Spain comes from renewable sources.

Our next decarbonisation actions

Scope 1 and 2

- Installing low-carbon heating and induction cooking solutions across our venues.
- Explore feasibility of on-site renewables, e.g. solar power.
- Raise energy efficiency awareness through dedicated programmes.
- Install building control optimisation and energy management systems.
- Roll out electric and hybrid vehicles across our fleet.
- Continuously monitor technology developments/innovation for new potential solutions boosting energy efficiency.
- Purchase 100% renewable electricity across global operations.

Scope 3

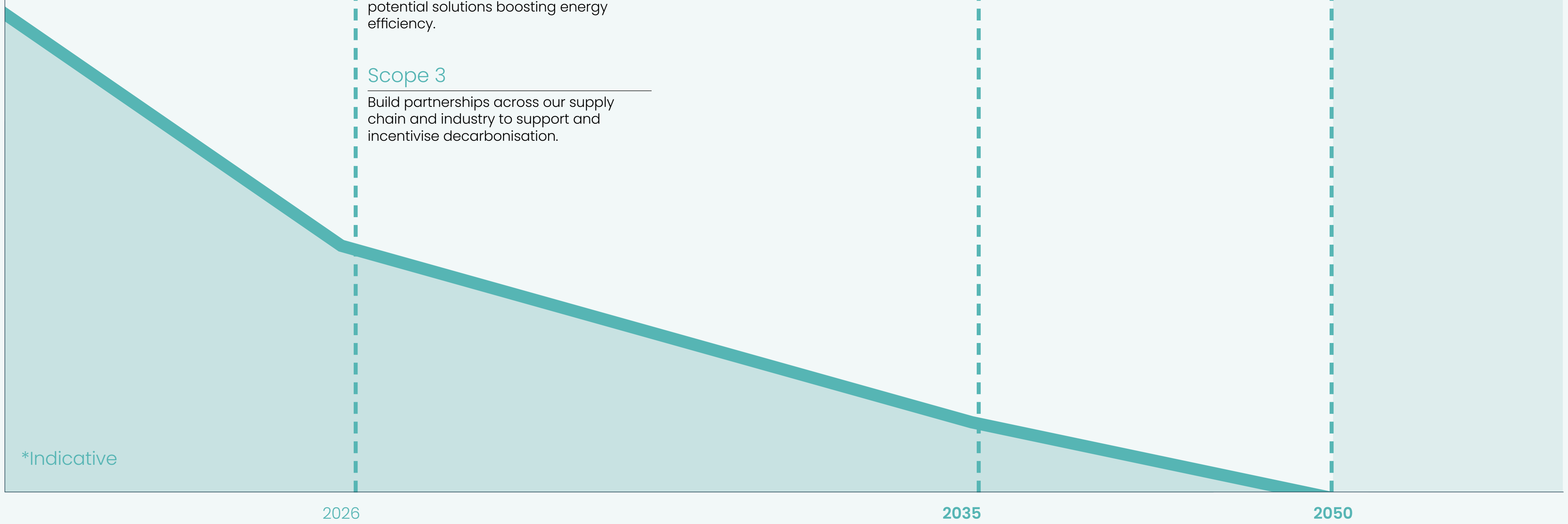
- Build partnerships across our supply chain and industry to support and incentivise decarbonisation.

Our long-term plans

- Implement policies and processes to drive low-carbon purchasing decisions.
- Continuously monitor technology developments/innovation for new low-carbon solutions.

Offsetting

- Any residual emissions will be offset using nature-based or technical solutions.



Overall accountability for our Net Zero Pathway rests with our Chief Executive, with strategic oversight provided by the Board through the ESG and Safer Gambling Committee. Operational delivery is driven by the Net Zero Working Group ('NZWG'), chaired by our dedicated Environmental Specialist. The NZWG directs all UK decarbonisation initiatives while ensuring ongoing alignment and reporting for our Spanish operations. Comprising cross-functional leaders from across the Group – including property, procurement and Spanish operational leads – the working group aligns its meeting cadence and attendance with active project workstreams.

To support data collection, site assessments and reduction feasibility, we engage external technical consultants in both the UK and Spain. Where specialised internal technical expertise is required for specific workstreams, these third-party advisers participate directly in NZWG meetings.

What's new?

We continue to advance our Net Zero Pathway, actively identifying and implementing decarbonisation opportunities across our operations. Electrification of venues is a key lever, and we have switched from gas to electric heating of water and focused on electrifying kitchens in several venues. We have also advanced our venue feasibility surveys, identifying key sites suitable for solar installation to initiate on-site renewable energy generation. Furthermore, to help drive progress in the sector, we have joined the Zero Carbon Forum.

Our Group-wide Environmental Policy launched last year commits Rank to conducting business in an environmentally conscious and responsible manner. The policy is informed by the Paris Agreement, as well as the requirements of the TCFD. The policy requires compliance from all Rank employees, third parties, contractors, subcontractors, suppliers and anyone else employed directly or indirectly by the Group. The policy also codifies our interim and 2050 net zero targets, while also bringing broader focus on resource management. Our Chief Executive has ultimate responsibility for ensuring this policy is upheld while the ESG team ensures its adherence.

Our next steps

Having established comprehensive emissions baselines across Scopes 1, 2 and 3 in our core markets of the UK and Spain, we are actively analysing usage data to target our primary carbon hotspots. Recognising that heating systems account for a significant portion of our Scope 1 footprint, evaluating low-carbon heating alternatives across our estate is a key strategic priority for the coming year.

Furthermore, following the completion of our solar feasibility study, we have identified concrete opportunities for our UK business to initiate on-site renewable power generation. Results from venue roof surveys are currently under detailed review to establish investment priorities.

Energy efficiency will be further driven by pairing capital improvements – such as equipment upgrades and replacements – with targeted colleague engagement initiatives.

As we refine our Scope 1 and 2 transition plans, we will also expand our Scope 3 roadmap in the coming year. Building on initial supplier engagement conducted this year, we plan to publish a dedicated Scope 3 decarbonisation strategy.

Emissions reductions and mapping future pathways:

Venue decarbonisation surveys

We commissioned Arthian – leading UK environmental engineering specialists – to conduct decarbonisation audits across five of our venues. Each audit evaluated the whole building, including assessment of the building fabric and condition to determine peak heat loss, the adequacy of energy management control systems, and the carbon consumption of key building systems, including heating, ventilation and air conditioning ('HVAC'), lighting, domestic hot water ('DHW') generation, and kitchen appliances. From this, decarbonisation recommendations were developed to Royal Institute of British Architects ('RIBA') Stage 2, allowing us to create conceptual designs and strategic engineering plans, with life cycle costings and projected carbon savings providing a clear basis for prioritising future investment.
These results informed the recalibration of our degasification targets, which form an integral part of our Net Zero Pathway. As such, this also contributed towards the formal restatement of our decarbonisation targets.

Solar feasibility assessments

We are continuing to progress on our self-generation ambitions and this year we advanced our solar programme, completing structural roof surveys across ten venues to assess feasibility. Instead of moving to the next stage of development, we decided to utilise the results to evaluate the future investment pathways for solar power generation. While we firmly believe in the benefits of the opportunity, we want our decision to be based on prudent economic decision making.

Electrification in operations

In Grosvenor, we successfully transitioned kitchens in 13 venues to using electric ovens from the previous, gas-reliant equipment. In addition to the increased energy efficiency of the electric ovens, they also have sensor-based heating protocols which heat only on demand.
A portion of the domestic hot water demand is met by gas boilers. In coherence with our net zero ambitions, we successfully switched four gas boilers to electric power and another which now relies on an air source heat pump. These changes offer a more sustainable and efficient option for meeting the domestic hot water requirements of these sites while supporting the phased removal of gas plants from the building's energy infrastructure.

Building controls upgrades

Building management controls have been updated in six Mecca Bingo venues this year. The existing systems were in some cases obsolete and beyond repair, while in others driving sub-optimal energy efficiency. The benefits derived from changing these controls include energy savings, better control and easier use for colleagues.

Continues on the next page.

Emissions reductions and mapping future pathways:

Energy reduction technology trial

We are partnering with specialists who understand the unique operational demands of the hospitality sector and can help deliver practical energy efficiency improvements. This year, we began a trial with Powerhub Solutions across six venues, implementing retrofit measures including sensor technology that automatically powers down equipment such as refrigeration units when not in use. Powerhub Solutions' data-driven approach is designed to deliver energy savings without disrupting venue operations. The energy savings achieved through this trial will inform whether the solutions are scaled across the Group's venues.

Colleague survey

Driving behavioural change through colleague engagement and education on practical energy-saving actions is fundamentally important to our sustainability progress. This year to gauge our colleagues' understanding, perception and expectation regarding our emissions reduction initiatives, we modified the colleague engagement survey to include questions on this matter. An initial survey helped establish a baseline score and determine an internal engagement target on the topic specifically. In the subsequent survey within the same year, we nearly hit our increased revised target of 40.

Industry engagement

We recognise that achieving net zero requires collaboration. This year we joined the Zero Carbon Forum, an industry-wide group bringing together hospitality and leisure businesses to share best practice centred around carbon emissions reduction.

Case study:
Sustainable infrastructure and resource efficiency in Mauritius

As part of our broader climate adaptation strategy and commitment to lowering operational emissions, our Mauritius team relocated to the newly-constructed NexEra Tower B in 2026. Following a rigorous independent assessment, the facility achieved the prestigious LEED Gold Certification for Building Design and Construction, confirming that the building's infrastructure meets elite international environmental standards.

Decarbonisation and resource adaptation features:

On-site renewable power and daylight harvesting: Integrated photovoltaic solar panels enhance energy self-generation, while multi-aspect glass maximises natural light, significantly lowering grid dependency and artificial lighting energy use.

Smart energy management: Centrally-controlled, automated heating, ventilation and air-conditioning (HVAC) scheduling optimises cooling efficiency, directly reducing Scope 2 electricity consumption.

Water climate resilience: Advanced low-flow systems reduced flushing water volumes by approximately 50%, strengthening operational resilience against regional water stress.

Complementing these structural efficiencies, we continue to foster a culture of environmental stewardship. By encouraging mindful resource consumption, our colleagues actively reinforce our sustainable workplace practices through daily operational choices.

Task Force on Climate-related Financial Disclosures ('TCFD')

The following section outlines our climate-related financial disclosures covering all four pillars and 11 recommended disclosures set out by the Task Force on Climate-related Disclosures ('TCFD').

These are consistent with all of the TCFD recommendations pursuant to Listing Rule 9.8.6 (R)(8). Our disclosures also meet the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022 amended sections 414C, 414CA, and 414CB of the Companies Act 2006 and requirements under UK Climate-related Financial Disclosures ('CFD').

To effectively manage Rank's material climate-related impacts, risks and opportunities ('IRO'), we recognise the importance of embedding considerations for climate across all aspects of our business. A Board of Directors that is informed of all developments, an executive that understands and is invested in the Group's response and adaptation to climate change, and integration of climate risk into our broader risk management and business planning processes are therefore critical to our approach.

We must also remain responsive to changing conditions and therefore our management of climate-related IRO is not static but reflects continuous monitoring and assessment of these issues, their potential impact upon the business and the Group's impact on the environment.

Governance

Independent oversight

Board
Maintains oversight and understanding on climate-related matters.
Regularly kept apprised of climate-risk considerations, including progress against our net zero targets and ESG KPIs.

ESG and Safer Gambling Committee
Chaired by one of our Non-Executive Directors, the Committee approves budgets for ESG-related investment and expenditure and is responsible for overseeing the Group's approach to climate risk, defining strategies and proposed actions.

Strategy

Executive Committee
Responsible for establishing the direction and implementation of our approach to climate-related risk and opportunities. The Director of ESG reports directly to the CEO and the ESG and Safer Gambling Committee and is supported by an Environmental Specialist.

ESG Steering Group
Comprising of members of the Executive Committee including the CEO. Has a strategic role by setting out the ESG-related objectives for the Group, including climate-related matters. Meets as required, and all material matters, including those pertaining to climate, are fed through to the ESG and Safer Gambling Committee.

Implementation

ESG Working Group
Led by our Director of ESG and attended by our sustainability consultants. Responsible for operationalising the ESG strategy as set by the ESG Steering Group.

Net Zero Working Group ('NZWG')
Focused on operationalising the Net Zero pathway, the NZWG comprises representatives from a range of disciplines and functions across the business. Meetings are convened as required with attendance determined by the expertise needed to support specific agenda items and workstreams. Third-party consultants are invited to attend when subject matter expertise is not available within the business.

Board oversight

To keep our Board of Directors apprised of climate-risk considerations, the ESG and Safer Gambling Committee provides regular updates, including progress against our net zero targets and ESG KPIs.

Our CEO and interim CFO both have climate-related experience, sitting on the Risk Committee, which reviews climate risk, the ESG Steering Group and the ESG and Safer Gambling Committee (only CEO), which approves the strategy and ESG-related targets. The Board has clear oversight of climate-related matters through its committees. The ESG and Safer Gambling Committee in particular is responsible for overseeing the Group's approach to climate risk, defining strategies and proposed actions.

The terms of reference for the Committee are available on our website; their responsibilities regarding ESG include climate-related matters. The Chair of the ESG and Safer Gambling Committee, Katie McAlister, a Non-Executive Director on Rank's Board of Directors, is responsible for oversight of all ESG matters including climate change. The ESG and Safer Gambling Committee met four times during the year, with climate-related matters raised at each meeting. The Audit Committee is aware of climate risk accounting considerations and the potential impact of climate change on the business.

Assessment of climate risk

The Risk Committee considers current and future climate-related regulatory requirements and monitors them on an ongoing basis. Currently, climate change, though an emerging risk, is considered a low physical risk to the company across all time horizons. This Group Risk Register is also informed by the risk registers held at business unit level from Mecca, Grosvenor, Enracha and our digital businesses.

In accordance with the results of our double materiality assessment, the business maintained its focus on 'Emissions management and climate change adaptation'. Our external stakeholders identified the release of GHG emissions to the atmosphere as a result of the Group's operations and across the value chain as having a material impact in the short-term. Nevertheless, this is mitigated by the continued development and implementation of our Net Zero Pathway. This should reduce the impact materiality of this issue over the medium to long-term.

While internal stakeholders recognise climate risk and the expectations surrounding decarbonisation as an important operational issue, the direct financial impact on the Group remains low. This risk is proactively managed through structured investments in our Net Zero Pathway which are classified as low financial risk under our Group Risk Register methodology. This expenditure will reduce our carbon emissions footprint through the infrastructure, equipment and environmental management systems we have invested into in the short-term.

Further climate-related risks were identified as having potential impact upon the business. However, the assessment concluded that these risks were of insignificant financial materiality over the short, medium and long-term.

Please refer to the tables on pages 46-48 for a detailed breakdown of the transition and physical climate-related risks that we considered.

Climate risk in decision-making

Climate-related issues factor into the Board's decision-making processes. The development of the Net Zero Pathway has implications in terms of major plans of action, business plans and internal strategy, as it is a major workstream in the business which is relying on input from a cross-section of the Group, and meeting the expectations of external stakeholders.

This year, spending on climate-related actions covered venue-specific decarbonisation surveys, electrification of some boilers and in-venue kitchens as well as upgrading building management controls.

Further opportunities for energy-use reduction are being explored and scoped, and this is occurring alongside the maintenance programmes to ensure that equipment is being replaced or upgraded at the most appropriate time. Climate-related issues will continue to be a matter for Board consideration in reviewing and guiding performance objectives.

Management oversight

The responsibility for both establishing the direction and managing the implementation of our approach to climate-related risk and opportunities sits with our executive and management teams.

Our Director of ESG is a member of the executive team and reports directly to the CEO and the ESG and Safer Gambling Committee. She has led on the implementation of the Group's ESG strategy since 2021, including TCFD reporting, engaging our carbon consultants and building the Net Zero Pathway. She is supported by our Environmental Specialist, who is responsible for managing the Group's environmental data and further developing and operationalising a feasible decarbonisation strategy.

The Managing Director in Spain holds ultimate responsibility for the net zero strategy for our land-based Enracha venues. Aligning with the overarching Group Net Zero Pathway, the business is developing a country-specific strategy for our Spanish operations.

The ESG Steering Group, comprising Executive Committee members including the CEO, sets the strategy for ESG, including climate-related IRO. The ESG Working Group, chaired by the Director of ESG, is responsible for operationalising that ESG strategy, while the Net Zero Working Group, chaired by our Environmental Specialist, is focused on operationalising the Group's Net Zero Pathway.

In the UK, the ESG Working Group and Net Zero Working Group are supported by external advisers, specifically relating to our climate-risk reporting and net zero workstreams. In Spain, we engage consultants to support on net zero workstreams on an ad hoc basis. The Group is informed by other corporate advisers including broking, legal and accounting professionals, with information delivered via webinars, publications, one-to-one training sessions and ongoing internal discussions regarding energy utilisation.

Considerations from multiple segments of the business feed into our assessment of climate-related risks and opportunities, as these risks can impact the business in many different ways. For the Group's balance sheet, climate-related risk has the potential to impact financial performance and cost base. Regarding investor relations, it is material in the management of Rank's capital markets profile and awareness of emerging risks and requirements. Meanwhile, for our procurement team, a key consideration is emissions management within our supply chain driving the decarbonisation of materials used in our venues and realising efficiencies in portfolio management.

Strategy

Decarbonisation investment

Our strategy in responding to climate-related IRO is constantly evolving. This reflects the ongoing assessment of climate-related risks, as well as external factors including the ever-changing political and economic landscape and new opportunities for investment in decarbonisation initiatives.

Our Net Zero Pathway was developed to implement our ambitions for reaching net zero emissions by 2050. As we have matured our understanding of the Group's global carbon emissions profile, through more in-depth data assessment and the in-housing of Scope 3 emissions management, we have had to adjust our Net Zero Pathway accordingly. Replacing the previous commitment to reach net zero across Scope 1, 2 and selected Scope 3 emissions by 2035, Rank has now committed to reducing Scope 1 and Scope 2 emissions by 75% by 2035. While this recalibration adjusts the short-term milestone, our long-term target remains unchanged towards which the business remains fully committed.

We have continued to explore new opportunities for decarbonisation, alongside existing plans. (For more details on our pipeline of decarbonisation initiatives, please see pages 41-43) These investments will support the Group's stated ambitions, and the upfront capex should positively impact the long-term opex requirement, with the introduction of more energy efficient and cost-effective solutions.

The inclusion of climate assessment criteria into the project approval process for all areas of the business further integrates climate-risk consideration into our operations. (It is important to note that this will include expenditure that is a matter of course for maintenance, but that will contribute to the reduction of the business's carbon footprint.) The investment made each year is dependent on the initiatives we are able to complete.

Industry collaboration

Creating cross-sector alignment on climate change is key for tackling the risks facing our industry. This year we joined the Zero Carbon Forum, an industry-wide group bringing together hospitality and leisure businesses to share best practice centred around CO2 reduction. Our Environmental Specialist represents Rank on the forum.

There is no publicly stated climate change policy adopted by the Betting & Gaming Council ('BGC'), or the Bingo Association.

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Financial impact

Rank takes into consideration the useful life of the organisation's assets or infrastructure and the fact that climate-related issues often manifest themselves over the medium and longer-terms. This year, Rank's accounting team reassessed the climate-related matters that may impact the Group's financial statements. The following table includes assessment of the potential future impacts that could be felt by the business.

Table 1: Findings of assessment of climate-related matters on Group's financial statements

Area of assessment	Potential impact
Intangible assets, property, plant and equipment, leased assets	Climate-related risks may have a substantive financial or strategic impact of the Group's business, affecting the useful lives and residual values of intangible and tangible assets. It could be determined after assessment that useful lives may need to be reduced and depreciation and amortisation accelerated.
Impairment of assets	Impairment indicators will include any significant changes in the technological, market, economic or legal environment that negatively impact the Group. Our external consultants provide us with the risk-based cost of capital calculations which take into account climate risk. Increased awareness of the consequences of environmental change is triggering regulatory action, which is affecting stakeholders' perspectives.
Provisions	As the Group takes action to address the consequences of climate change, these actions may result in the recognition of new liabilities or, where the criteria for recognition are not met, new contingent liabilities may have to be disclosed.
Fair value measurement	The Group will ensure that fair value measurements appropriately consider the relevant climate-related risk factors. Our external consultants provide us with the risk-based cost of capital calculations which take into account climate risk. Climate change can have a tangible effect on assets and liabilities now and in the future (e.g. rising water levels, changing weather patterns, increased pollution levels etc).
Summary findings	The Group constantly monitors the latest government legislation in relation to climate-related matters. As of the year end, there is no legislation in place that will financially impact the Group. Should a change be required, key assumptions used in 'value in use' calculations and 'sensitivity to change' assumptions will be adjusted. Management has assessed that there is no material impact to the financial statements due to climate-related matters.

Climate-related risks and opportunities

We consider climate-related IRO through several different mechanisms: scenario analysis, biannual Group-wide risk reviews, our double materiality assessment ('DMA') and physical climate risk assessments. As such, we have a robust understanding of the implications of climate change, but we do not anticipate such issues to have a material financial impact on the business.

Nevertheless, climate-related risks must be recognised in the Group's strategy, including how they are assessed, resourced, and communicated to stakeholders. The Board, executive and working groups will continue to monitor all climate-related issues.

Transition risks: Transitioning the business to meet the requirements of a lower-carbon economy may entail extensive policy, legal, technology, and market changes to address mitigation and adaptation requirements related to climate change.

Table 2: Transition risks

Risk description	Mitigating or preventative actions	Financial impact
Policy and legislation		
That Rank is not able to respond to increasingly stringent regulation on reporting to the frequency or quality required, resulting in legal and/or reputational issues, which in turn drive compliance costs and potentially impact the cost of capital.	Monitoring potential legislative and regulatory changes. Reporting against the recommendations of the TCFD. Reported to the Carbon Disclosure Project ('CDP').	Across the short, medium and long-term we consider this risk to be of insignificant financial materiality as we are reporting against internationally recognised frameworks, and we are currently developing our disclosure ready to meet new legislative requirements for sustainability reporting. We are aware of the new UK Sustainability Reporting Standards (UK SRS) and are preparing to align our future disclosures with its requirements.
That nation states may introduce carbon emission levies, placing an additional fee upon energy consumption costs, which may increase Rank's operating costs.	Continue to monitor for potential carbon levies.	We constantly review the regulatory landscape and consider this risk to have insignificant financial materiality across the short, medium and long-terms, as the development and implementation of our Net Zero Pathway will reduce our emissions and ensure we meet net zero by 2050.
Market		
Climate-induced changes to customer preferences for leisure, such as more players choosing to play online at home, rather than incur possible transportation emissions and continued utilisation of inefficient spaces.	Continue to monitor customer behaviours. Offer cross-channel platforms for customers.	We do not assess this risk as being highly likely and, therefore, consider its financial materiality insignificant. Furthermore, our cross-channel offering means that if customers were increasingly moving online, we could adapt our experience to suit their expectations.
Reputational		
Failure to meet internal or external stakeholder climate-related expectations, thereby impacting relations. May result in being perceived as a higher risk investment, increasing costs of capital with investors, financial institutions and insurers. May mean reduced revenues due to challenges in attracting new talent and increased opex from employee turnover.	Development and implementation of our Net Zero Pathway. Targets to reduce our Scope 1 and 2 emissions by 75% by 2035, and net zero emissions for Scope 1, 2 and 3 for the entire Group by 2050.	To address the reputational risk, we are investing in decarbonisation through our Net Zero Pathway and have committed to reaching net zero by 2050. While the mitigation of this risk carries constant financial impact over all time horizons on cash flows, as determined by our DMA the underlying risk will decrease to 'moderate' over the medium to long-term, as we reduce our emissions over time and meet our net zero targets. Note that the DMA's scoring system for financial and impact materiality was aligned to the Group Risk Register methodology, which scores risks as insignificant, minor, moderate, major or severe.

Physical risks: Physical risks resulting from climate change can be event-driven (acute) or due to longer-term shifts (chronic) in climate patterns.

Table 3: Physical risks

Risk description	Mitigating or preventative actions	Financial impact
Acute		
Extreme weather events as a result of climate changes could cause damage to our properties and vehicles which will incur increased capex and insurance costs. Impacts of supply chain disruption from increased severity of extreme weather events may affect opex and capex, or impact revenue if customer demands for online entertainment cannot be met.	Business continuity and crisis management plans in place.	Extreme weather events would impact our performance if a club had to shut and, as a result, our cash flows would be impacted. However, all our venues are insured, and we also consider this risk to be of low likelihood; it is therefore assessed to be of insignificant financial materiality across the short, medium and long-term.
Chronic		
Changes in average climate conditions including rising sea levels, coastal flooding, increased average temperatures and frequency of wildfires could increase opex driven by increased use of climate control systems, as well as maintenance and insurance costs.	Continue to monitor flood risk at all Enracha, Grosvenor and Mecca venues. Clubs are insured in event of floods or wildfires.	Flooding and wildfires would impact our performance and cash flows if a club had to shut. However, all our venues are insured, and hence we consider the risk to have low financial impact on the business; it is therefore considered of insignificant financial materiality across the short, medium and long-term.

We completed a desktop assessment to review the perceived flood risk of our UK operations (both venue and office locations) and international operations (including all Enracha venues and the offices in Spain, Gibraltar, South Africa, Mauritius and Malta). This year, we expanded this assessment to cover urban flood, wildfire, landslide, earthquake, tsunami, water scarcity, extreme heat, volcano and cyclone risk.

This research utilised data from the online tool ThinkHazard!, developed and maintained by the Global Facility for Disaster Reduction and Recovery GFDRR Labs in partnership with the World Bank. The tool has been adopted into the World Bank Operations Portal for use in project planning.

The assessment identified some of our UK and international venues at medium to high risk of different types of flooding, wildfires and extreme heat (international venues only). We are utilising the findings of this assessment to engage with internal stakeholders and reviewing our current mitigation systems against these risks. The forward-looking aim is to bolster the climate-resilience of our portfolio.

Scenario analysis

To assess the resilience of our Group strategy to climate-related risks and opportunities, we conducted an analysis across potential global scenarios. Our assessment covers the following scenarios:

1. Global temperature rises by less than 2 degrees Celsius
2. Global temperature rises by more than 2 degrees Celsius

This year we expanded the analysis to incorporate a third scenario to ensure alignment with global best practice recommendations:

3. Global temperature rises by less than 1.5 degrees Celsius

The identified risks and opportunities to the Group under each scenario are presented below against short, medium and long-term time horizons.

The less than 1.5°C scenario necessitates achieving net zero by 2050 globally through rapid decarbonisation efforts supported by a more stringent climate legislation framework. This analysis has been informed by the most up-to-date science in the Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC AR6).

Table 4: <1.5°C scenario

Short-term (<1 year)	Medium-term (1-5 years)	Long-term (>5 years)
Risks		
Accelerated increase in transition risks in the short-term. Compliance risk if we fail to meet rapidly increased regulatory requirements, including emissions reporting obligations. Reputational risk with investors, customers and employees if we fail to meet global targets.	Increased transition risks as stronger emissions reductions are required across all sectors. Increase in energy costs as access to traditional energy sources become more constrained, and widespread adoption of new and potentially disruptive technologies is encouraged. Increased renewable energy costs with surge in demand. Implementation of climate-related levies/ increased pricing of greenhouse gas ('GHG') emissions.	Less significant increase in physical risks (than <2°C scenario) but continued isolated extreme weather events causing manageable direct business disruptions and impacts to suppliers in our moderate supply chain. Higher summer temperatures and changes in temperature and humidity causing challenges for venue cooling and increases in energy costs across our venues and offices.
Opportunities		
Reduced energy costs in the long-term given rapid and sustained investment in low-carbon technologies. Reduced cost of implementation of low-carbon technologies as long-term investment realises cost efficiencies. Acceleration of self-generating capacities can create market opportunities in the long-term.		

Our less than 2°C scenario assumes that we act responsibly and improve the efficiency of our portfolio by working with our landlords to reduce GHG emissions. This may include the introduction of carbon pricing by national governments. We consider transition risks to pose the greater threat to our business under this scenario, with only a limited and manageable impact on our operations from physical risks. We considered the International Energy Agency's (IEA) Net Zero Scenario in developing this scenario.

Table 5: <2°C scenario

Short-term (<1 year)	Medium-term (1-5 years)	Long-term (>5 years)
Risks		
Higher transition risks associated with moving to a low-carbon economy. Compliance risk if we fail to meet regulatory requirements, including emissions reporting obligations. Reputational risk with investors, customers and employees if we do not adequately address climate change. Increased cost of climate-related levies/ increased pricing of GHG emissions.	Continued transition risks. Continuing compliance risk if we fail to meet regulatory requirements, including emissions reporting obligations. Increasing reputational risk with investors, customers and employees if we do not adequately address climate change. Increased cost of climate-related levies/ increased pricing of GHG emissions. Changing customer behaviours.	Less significant increase in physical risks (than >2°C scenario), but continued isolated extreme weather events causing manageable direct business disruptions and impacts to suppliers in our moderate supply chain. Higher summer temperatures and rapid changes in temperature and humidity causing challenges for venue cooling and increases in energy costs across our venues and offices.
Opportunities		
Potential to develop a zero-emissions online product or facility that allows customers to offset. As increasing demand will see more energy-efficient infrastructure and equipment becoming available with costs likely to be reduced. This will enable investment that will ultimately reduce energy costs.		

Our more than 2°C scenario assumes global climate policy is less effective and that unabated GHG emissions cause climate change above that envisaged by the Paris Agreement. Under this scenario, informed by the IEA's Sustainable Development Scenario (SDS), we would expect physical risks to become much more apparent in the longer-term, outweighing transitional risks.

Table 6: >2°C scenario

Short-term (<1 year)	Medium-term (1-5 years)	Long-term (>5 years)
Risks		
Slight increase in transition and physical risks in the short-term. Isolated and manageable business disruptions caused by extreme weather events, such as flooding or drought. Insurance costs rise in step with increase in physical damage to properties. Ad hoc supply chain interruptions.	Increasing physical risk due to a failure to adequately transition to a low-carbon economy. Increase in energy costs as traditional energy sources become more constrained, while underinvestment into cleaner energy fails to bridge energy demand gap. Flooding at certain high-risk venues due to increased sea level.	Increased physical risks due to failure to adequately transition to low-carbon economy. Increase in energy costs. Flooding at certain high-risk venues due to increased sea level.
Opportunities		
Engage with supply chain to ensure availability of mission critical supplies.		

Following our assessment, we believe that the business is resilient under all three scenarios. While we consider there to be transition risks under all scenarios, we believe that our ongoing efforts under our Net Zero Pathway mean we are mitigating risk in this area.

Risk management

Our approach to risk management is holistic, and the potential size and scope of identified climate-related risks is determined in the same manner as any risk on the risk register.

Each business unit manages its own risk register, which feeds into the overarching Group register. We conduct an analysis which weighs 'Impact' against 'Likelihood'. Decisions to mitigate, transfer, accept or control climate-related risks are made in the same manner as any risk on the risk register. As climate risk was considered not material to the business at present, it is not currently on the risk register. However, the Risk Committee and Board continue to monitor the materiality of climate risk.

The financial materiality of the identified climate-related risks has been assessed as part of the double materiality assessment we undertook. This process was aligned with our risk register to ensure that the methodologies were the same. Subject matter experts contributed to assessing the impact and financial materiality of each risk and opportunity, considering all the preventative and mitigating actions in place, and the likelihood and scale of each.

Financial materiality was considered against operating profit and classified as insignificant, minor, moderate, major or severe, and whether that impact was upon cash flows, development, performance, position, cost of capital or access to finance. Each risk was considered across the short, medium and long-term time horizons, which we define as the following: short, <1 year; medium, 1 to 5 years; and long, >5 years. (Please note: the time horizons to reflect those which we used in the double materiality assessment were guided by the Corporate Sustainability Reporting Directive (CSRD)). The collated results of the double materiality assessment were presented to the executive for consideration and approval.

Responsibility for mitigating, transferring, accepting or controlling climate-related risks sits with the Net Zero Working Group and its Chair, our Environmental Specialist. The judgements made are related to the ESG Steering Group and ESG and Safer Gambling Committee for oversight and approval. The Net Zero Working Group convenes frequently to assess progress against our net zero targets. These are to achieve net zero by 2050 with an interim decarbonisation target reducing our Scope 1 and 2 emissions by 75% for the Group by 2035. This is in line with national and international targets.

Metrics and targets

We have set a net zero target and an interim target in line with our decarbonisation ambitions. We aim to be net zero by 2050 in line with the Paris Agreement to limit global warming to no more than 1.5°C. To ensure we are progressing in step with our own expectations, as well as those of our stakeholders, our interim target aims to reduce Scope 1 and 2 emissions by 75% by 2035.

The interim target was revised this year, updating the previous commitment to reach net zero across Scope 1, 2 and selected Scope 3 emissions by 2035. The adjustment follows detailed decarbonisation audits across five representative venues, which quantified and improved our understanding of the significant operational and capital requirements. The refined target utilises this to ensure the Group adopts a realistic, phased and commercially balanced approach without compromising the ultimate net zero ambition.

Our targets are based on clear workstreams for decarbonisation of operations, as part of our Net Zero Pathway. The primary lever is the 'degasification' of our venues reliant on gas fired boilers and kitchen appliances. The implementation of this is already underway, with our work being supported by detailed decarbonisation audits. Our other Scope 1 reduction measures are using technology to boost energy efficiency at our venues and offices; continuing to educate our colleagues on optimising their energy consumption practices; and transitioning all company owned vehicles to hybrid or electric powered.

On Scope 2, our efforts are being driven by the use of a REGO (Renewable Energy Guarantees of Origin) certificate and continuing our power purchase agreement (PPA) supply which together ensure all our purchased electricity in the UK and Spain comes from renewable sources. This is being bolstered by evaluating the feasibility of solar power generation at our UK venues.

We have expanded the limited assurance coverage for our Scope 3 emissions assessment for our UK business in addition to already having the complete Scope 3 data for Spain and the UK. This also informs the initiatives under our Net Zero Pathway. For more details on our Net Zero Pathway, please see pages 41-43.

The metrics currently used by Rank to assess climate-related risks and opportunities in line with its strategy and risk management process are Scope 1 and 2 emissions and all Scope 3 impacts on an absolute basis. These are published as part of the Group's obligations to report in line with Streamlined Energy & Carbon Reporting ('SECR'). For purposes of ongoing comparison, it is required to express the GHG emissions using a carbon intensity metric. The intensity metric chosen is £m NGR. Rank's NGR for 2025/26 was £835m, with a carbon intensity ratio of 14.72 tCO_2e per £m NGR (for 2024/25 it was 20.74).

This year we have continued to use absolute carbon emissions as the key performance indicator for our environmental performance, and this is linked to executive remuneration.

Streamlined Energy & Carbon Reporting ('SECR')

SECR report

The Rank Group Plc is a quoted company and therefore required to report its GHG emissions through annual reports. This report has been prepared to support Rank's compliance with the Directors' Report under Part 15 of the Companies Act 2006 (Strategic Report and Directors' Report), requiring the disclosure of energy use and GHG emissions.

Scope boundaries and reporting methodology

The figures presented relate to the 52-week period 1 July 2025 to 30 June 2026. For details of the reporting scope, organisational and operational boundaries, and methodology applied in preparing our greenhouse gas (GHG) emissions disclosures, please refer to Rank's Basis of Reporting. Our GHG emissions have been calculated in accordance with the Greenhouse Gas Protocol.

Energy efficiency actions

Rank has implemented various projects to improve their energy efficiency, including the electrification of operations, upgrades to building management controls, and energy reduction technology trials across multiple venues. Some examples include:

- Kitchens across 13 Grosvenor Casino venues have been transitioned from gas-reliant equipment to electric ovens, featuring sensor-based heating protocols that heat only on demand, reducing unnecessary energy consumption.
- Four gas boilers across Grosvenor venues have been switched to electric power, and another site now utilising an air source heat pump to meet heating and domestic hot water needs.
- Building management controls have been updated across six Mecca Bingo venues, replacing obsolete systems and improving energy efficiency.
- A trial has been conducted with Powerhub Solutions across six venues, implementing retrofit measures including sensor technology that automatically powers down equipment such as refrigeration units when not in use, delivering energy savings without disrupting venue operations.

Independent assurance

Rank engaged ERM Certification and Verification Services Limited ('ERM CVS') to provide independent limited assurance of Rank's total Scope 1, Scope 2 and Scope 3 greenhouse gas emissions for the 2025/26 reporting period. For detailed information on the scope, activities and assurance conclusion, please refer to the ERM CVS Assurance Report on Rank's corporate website.

GHG emissions data and total energy consumption

The reportable GHG emissions and total energy consumption for Rank for the reporting period was 86,857 TCO_2e and 103,913,375 kWh respectively.

Overall Group position kWh

Emission source

Energy Type	2025/26 kWh	2024/25 kWh	% of 2025/2026 total	Change +/-
Gas	46,307,087	48,151,345	44.6%	-3.8%
Electricity	55,903,628	54,657,202	53.8%	2.3%
Company transport	1,702,661	1,558,432	1.6%	9.3%
Total	**103,913,375**	**104,366,979**	**100.0%**	**-0.4%**

UK Group position kWh

Emission source

Energy Type	2025/26 kWh	2024/25 kWh	% of 2025/2026 total	Change +/-
Gas	45,730,899	47,591,926	46.5%	-3.9%
Electricity	51,052,073	50,109,665	51.9%	1.9%
Company transport	1,650,430	1,558,432	1.7%	5.9%
Total	**98,433,402**	**99,260,024**	**100.0%**	**-0.8%**

Spain Group position kWh

Emission source

Energy Type	2025/26 kWh	2024/25 kWh	% of 2025/2026 total	Change +/-
Gas	576,188	559,418	12.0%	3.0%
Electricity	4,178,696	4,072,331	86.9%	2.6%
Company transport	52,230	–	1.1%	0.0%
Total	**4,807,114**	**4,631,749**	**100.0%**	**3.8%**

Other international position kWh

Emission source

Energy Type	2025/26 kWh	2024/25 kWh	% of 2025/2026 total	Change +/-
Electricity	672,858	475,206	100.0%	41.6%
Total	**672,858**	**475,206**	**100.0%**	**41.6%**

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Streamlined Energy & Carbon Reporting ('SECR')

GHG emissions summary

	2025/26		2024/25	
Energy Type	tCO_2e	%	tCO_2e	%
Gas	8,472	9.7%	8,809	6.5%
Company transport	183	0.2%	147	0.1%
F-Gases	764	0.9%	581	0.4%
Scope 1 Total*	**9,419**	**10.8%**	**9,537**	**7.1%**
Electricity location based*	10,010		11,402	
Electricity market based*	689	0.8%	4,137	6.2%
Scope 2 (Market Based) Total*	**689**	**0.8%**	**4,137**	**3.1%**
Category 1 - Purchased goods and services	39,021	44.9%	58,652	43.5%
Category 2 - Capital goods	13,797	15.9%	28,867	21.4%
Category 3 - Fuel and energy-related activities	5,429	6.3%	5,370	4%
Category 4 - Upstream transportation and distribution	5,352	6.2%	14,194	10.5%
Category 5 - Waste in operations	62	0.1%	43	0.1%
Category 6 - Business travel	1,338	1.5%	2,993	2.2%
Category 7 - Employee commuting	8,370	9.6%	7,610	5.7%
Category 11 - Use of sold products	1,033	1.2%	119	0.1%
Category 12 - End-of-life treatment of sold goods	17	0.0%	438	0.3%
Category 13 - Downstream leased assets	2,330	2.7%	2,822	2.1%
Scope 3 Total*	**76,749**	**88.4%**	**121,108**	**89.9%**
Total	**86,857**		**134,782**	

* Audited figures

Emission by country

Energy Type	UK	Spain	Other international	Total
Gas	8,367	105	–	8,472
Company transport	170	13	–	183
F-Gases	669	95	–	764
Scope 1 Total	**9,205**	**214**	**–**	**9,419**
Electricity location based	9,043	568	399	10,010
Electricity market based	290	–	399	689
Scope 2 Market Based Total	**290**	**–**	**399**	**689**
Category 1 - Purchased goods and services	37,159	1,861	1	39,021
Category 2 - Capital goods	12,896	901	–	13,797
Category 3 - Fuel and energy-related activities	5,118	205	106	5,429
Category 4 - Upstream transportation and distribution	5,321	31	–	5,352
Category 5 - Waste in operations	56	5	1	62
Category 6 - Business travel	1,249	89	–	1,338
Category 7 - Employee commuting	7,655	714	–	8,370
Category 11 - Use of sold products	1,000	33	–	1,033
Category 12 - End-of-life treatment of sold goods	17	–	–	17
Category 13 - Downstream leased assets	2,330	–	–	2,330
Scope 3 Total	**72,801**	**3,840**	**107**	**76,749**
Total	**82,297**	**4,054**	**506**	**86,857**

Table 7: TCFD reference table

Recommendation		Location	Consistency statement	Intention
Governance				
a.	Describe the Board's oversight of climate-related risks and opportunities	Pages 44-45	Consistent	Continue to keep the Board informed of climate-related risks.
b.	Describe management's role in assessing and managing climate-related risks and opportunities.	Pages 44-45	Consistent	Continue to communicate the progress of the net zero strategy development to the Board.
Strategy				
a.	Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long-term.	Pages 46-48	Consistent	Continue to monitor relevant climate-related risks and opportunities over our defined time horizons.
b.	Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.	Pages 46-48	Consistent	Continue to make informed decisions in investing in decarbonisation initiatives.
c.	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Pages 47-48	Consistent	Continue to monitor the resilience of our strategy under climate-related scenarios.
Risk management				
a.	Describe the organisation's processes for identifying and assessing climate-related risks.	Page 48	Consistent	Continue to monitor the financial materiality of climate-related risks through our double materiality process.
b.	Describe the organisation's processes for managing climate-related risks.	Page 48	Consistent	Continue to progress on our Net Zero Pathway.
c.	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management.	Page 48	Consistent	To review our double materiality process which is informed by the risk register.
Metrics and targets				
a.	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Pages 48-51	Consistent	To review our double materiality process which is informed by the risk register.
b.	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas emissions and the related risks.	Pages 48-51	Consistent	Continue to disclose Scope 1, 2 and 3 emissions.
c.	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Pages 48-51	Consistent	Continue to progress the decarbonisation efforts that will enable us to have a Science Based Targets initiative (SBTi) aligned net zero plan in the coming years. The process for alignment is up to two years, based on current market knowledge, and we will provide an update in due course.

Environmental management

Emissions management and climate change adaptation remain the primary focus of our environmental efforts, reflecting their impact and financial materiality to the business. Alongside this, we continue to consider our waste and water management as part of a holistic approach to reducing our environmental footprint.

Last year, Group-wide policies on water and waste management were launched. The policies inform our approach to responsibly managing these resources and limiting their waste where possible.

Communities

In this section:

Aim: Support local communities through impactful partnerships and opportunities

How we measure progress:

Total charitable funds raised

£496k Above target of £394k

Actively recruiting from local communities

Deeply rooted in the towns and cities where we operate, Rank creates meaningful economic and social impact through local job creation, skills development and community partnerships. From providing accessible career pathways across our operations to our transformative 12-year partnership with Carers Trust, we are committed to enriching the lives of our colleagues, customers and neighbours.

Employing over 7,700 colleagues, creating local jobs is one of the primary ways we contribute to the towns and cities where we operate. Our sector offers diverse career pathways and we take pride in providing rewarding employment. Being deeply rooted in our local communities, we also maintain longstanding partnerships with job centres nationwide to support local recruitment. Accordingly, we continue to partner with the Department for Work and Pensions ('DWP'), affiliated schemes and specialist bodies focused on community employment for all members of the local communities.

How we present our job opportunities is just as critical as where we promote them. By drawing on market insights and candidate data, we continuously refine our role descriptions to align with evolving job-seeker expectations. Additionally, our strategic partnership with a leading global job platform has dramatically expanded the reach and visibility of our vacancies.

Apprenticeships remain a cornerstone of our Group-wide skills strategy. Internally, they offer colleagues a structured framework to acquire new competencies and advance into leadership roles. Externally, we pledge 20% of our apprenticeship levy to the broader hospitality ecosystem – allowing sector charities and small businesses to access funding to upskill their own teams. Our talent development framework also encompasses early-career pathways, returner programmes, and support for colleagues pursuing formal professional qualifications.

Beyond direct recruitment, we actively support local mobility by offering introductory industry experiences through structured learning and practical work placements. For example, last summer we hosted a young person within our central finance team, equipping them with foundational skills for their future career.

Partnership with Carers Trust

Rank has been partnered with the UK-based charity Carers Trust since 2014. An incredibly valuable organisation, Carers Trust works tirelessly to improve services, support and recognition for unpaid carers across the UK.

For twelve years, our colleagues across the Group have raised money for and lent their support to Carers Trust through all manner of events, challenges and donations. This year, Rank raised £496,142 for the charity. The funds raised are distributed across the charity's network of 135 local carers centres, as well as being used to provide much-needed grants directly to carers.

"The passion for Carers Trust across Rank is incredible. The team is raising record-breaking funds this year, with so many individuals going above and beyond through their own personal fundraising challenges!"

Vicki Parker
Corporate Partnership Manager, Carers Trust

Rank Cares grants

The 'Rank Cares' grants programme, which has been running for several years, was established with the purpose of providing valuable financial assistance to carers. Carers can apply for this financial support under three different funds.

Eligible carers can access financial support through three dedicated grant streams:

Carers Essentials Fund: Financial support for critical household appliances and furniture, including beds, cookers and washing machines.

Carers Take Time Out Fund: Funding for respite breaks, allowing carers crucial time to rest, pursue personal interests and rejuvenate.

Carers Skills Fund: Grants enabling carers to gain new skills and qualifications to aid their caring responsibilities or facilitate a return to employment.

The funding applications are submitted to one of our 135 network partners across the UK and are subsequently reviewed by a dedicated grants panel. We invite colleagues from across Rank to participate on these panels, thereby fostering a deeper understanding and appreciation of the impact of our fundraising efforts and the importance of supporting carers.

"Taking the time to join the Carers Trust panel provided a vital perspective on the daily struggles faced by unpaid carers. The stories shared were heartbreaking, evoking deep empathy for individuals giving so much of themselves. Having the opportunity to support them through this process was an immense privilege."

David Williams
Director of Corporate Affairs and Investor Relations

Case study
Carers' stories

Lisa cares for her parents, both of whom live with dementia. She applied for support under the Carers Take Time Out Fund.

"I would like to send my sincere thanks for your generous donation, which will enable me to have a break away. I had to take early retirement due to health problems, so finances have been tight. Caring for my parents – who have both been diagnosed with dementia – has impacted my own health, and I am so grateful and looking forward to this break.".

Lisa
Carer

"I would also like to extend my gratitude to both Carers Trust and The Rank Group for awarding this grant to Lisa. I have been supporting Lisa since the start of 2025, trying to secure her support and an opportunity to do something for herself. Thanks to yourselves she is now able to relax and do something nice for herself, which is very well deserved!"

Lisa's Carer
Support Worker

Sarah is a single parent and full-time carer for her autistic son, Billy, who requires continuous support with daily living, personal care and communication. Managing his complex behavioural and sensory needs can be exhausting, and the strain was heightened when her tumble dryer broke. Due to Billy's continence and sensory requirements, having specific clothing and clean bedding available is critical to preventing severe distress.

Sarah was awarded a £250 Carers Essentials Grant to replace the tumble dryer. Her Carer Support Worker said: "This grant allows Sarah to manage daily laundry efficiently, easing immense household stress."

Neneh is a full-time carer for her 13-year-old son, Tom, who is autistic and has learning disabilities. She provides continuous daily support, from personal care and medication management to significant emotional regulation. Unable to work due to her caring responsibilities, Neneh could not afford to replace her cooker, which had been broken for over a year, leaving her reliant on a microwave. This forced dependence on convenience foods added significant emotional distress, as she struggled to provide Tom with healthy, balanced meals.

Through a Carers Essentials Grant of £300, Neneh was able to purchase a new cooker. Her Carer Support Worker noted that restoring the ability to cook nutritious meals significantly improved Tom's health and sleep patterns, while relieving acute daily stress for Neneh.

Corporate Partnerships Development Board

Last year, Carers Trust established a Development Board to bring together influential individuals from across its supporter base. The purpose was to harness the experience, knowledge and networks of these individuals to strengthen corporate partnerships and major donor programmes, open doors to new connections with businesses and individuals, champion Carers Trust's mission and support the development of sustainable income streams.

To support this initiative, Mecca's Managing Director, Andy Crump, has joined the board and has been supporting corporate partnerships work as well as supporting wider fundraising activity.

"It's been truly humbling to partner with Carers Trust in my time at the Rank Group and reflect with immense pride on the £4.5m that we have raised to support such a meaningful cause. The opportunity to enrich that relationship further as part of the Development Board, has deepened my understanding of the day-to-day challenges of supporting the thousands of carers around the country that are depended on by so many. Our work together has only just begun, and we are determined to forge broader partnerships to mutual benefit." Andy Crump, Managing Director, Mecca

Mentoring

This year, we have been working with Carers Trust to develop a new mentoring programme that will connect Rank colleagues with unpaid carers across the UK through Carers Trust's network of charity partners.

The programme has been designed to provide unpaid carers with access to guidance, support and development opportunities, while also enabling Rank colleagues to share their knowledge, skills and experiences. Recognising that travel costs can be a barrier to participation, Carers Trust will support with the cost of carers travelling to meet their mentors. This approach helps remove barriers while also encouraging shared commitment and ownership from both mentors and mentees in building a successful mentoring relationship.

With the programme now established, a pilot mentoring cohort will launch in August 2026. We will use the insights and feedback from this pilot to refine the approach and expand the programme, creating more opportunities for unpaid carers across the UK to benefit from mentoring support.

We look forward to sharing further updates on the impact of this initiative in our 2027 Sustainability Report.

Calendar of events

2025

June

Our GM for Mecca Brierley Hill resiliently completed a 120km walk as part of a pilgrimage trail in Camino de Santiago, Spain. This achievement contributed to raising over £750.

Fifteen colleagues from Grosvenor Birmingham took part in a five-mile hike at Carding Mill Valley which helped raise £400.

A colleague from Grosvenor Bayswater cycled the distance from London to Brighton raising over £200.

A colleague from Grosvenor Newcastle heroically biked for 24 hours, covering 617 miles which supported fundraising of more than £200.

July

Two volunteers from Grosvenor Dundee helped out at the Scottish Young Carers Festival 2025, which provides an important opportunity for carers to take time out from caring responsibilities and meet other young carers.

As part of the Grosvenor Goliath tournament, Grosvenor Coventry hosted 'Joker's Wild does Carers Trust', a charity event which this year raised a record-breaking £9,407.

August

Colleagues from Mecca Blyth, Gateshead, Sunderland and Hartlepool took part in a five-day, 60-mile relay in north-east England, raising over £5,500 for Carers Trust.

Eleven brave colleagues from the London Grosvenor venues The Vic, Rialto, Park Tower, Barracuda, Bayswater and The Gloucester, completed a skydive and raised over £5K between them.

Our colleagues at Grosvenor Dundee completed a 24-hour long static bike ride raising over £900.

A team from Mecca Brierley Hill raised £500 scaling Snowdon in Wales.

September

In September, runners in the north and south of England took on the Great North Run and Big Half respectively, with the seven Mecca and Grosvenor colleagues that took part raising a combined total of £4,800.

A charity poker night raised £5,609 from a prize draw, silent auction and buy-in and rebuys.

Six keen cyclists, including our CEO Richard Harris, raised an incredible £13K cycling over 315 miles from London to Paris.

"Having had my own experience as an unpaid carer, I was only too happy to take on the challenge. It means a lot to be able to raise funds for the army of unpaid hero carers out there."

Mark Guthrie
Receptionist, Grosvenor Riverboat

"I love taking on tough challenges, but even more so when it's for a great cause. I'm surrounded by people who care for others, and I see how difficult it can be. It feels amazing to have completed the London to Paris cycle challenge and to have contributed to supporting carers."

Casino Manager
Grosvenor Dundee

2025

October

Supported by Grosvenor Casinos, Carers Trust was a finalist at the Kensington, Chelsea & Westminster Chamber of Commerce Business Awards 2025, for the Charity or Social Enterprise of the Year award.

Fundraisers around Halloween hosted different events to raise money for Carers Trust, including at Grosvenor Dundee where they had a “Pie the Manager” stand

November

We held a grants panel for the Rank Cares Trust, with panellists including Lynsey Pitts, Regional Operations Manager for Mecca, and Karen Whitworth, a Director on Rank’s Board.

Mecca Wrexham hosted a charity bingo game, Grosvenor Hull raised awareness and funds by taking part in ‘Movember’, and the team at Mecca Norwich raised £1K across the month.

December

Christmas themed events across the business raised more funds for Carers Trust including a tombola and jumper day at our head office in Maidenhead, an advent calendar fundraiser at Mecca Stevenage, a Christmas market at Grosvenor Thanet and a holiday auction in our Luton casino.

2026

January

Rank were finalists at the European Casino Awards for the Corporate Community Engagement Award.

February

Raising over £305, Grosvenor Blackpool hosted a ‘Beat the Boss’ poker event.

The team from Mecca Exeter walked 12 Miles from Dawlish to Exeter to raise funds for Carers Trust but also in memory of Anthony, who was a bingo caller at Exeter and a carer himself.

March

In Mecca Drumchapel, the team raised money through a luxury hamper draw at their venue.

April

In the month of April, an incredible £50,338 was raised by colleagues across the Group, the highest amount ever achieved in a single month at Rank.

Daniel from The Vic in London and Pawel from Grosvenor Huddersfield completed the London Marathon in aid of Carers Trust, raising over £2K between them.

“Every day, unpaid carers give their time, energy and love to support those who need it most – often without recognition or a break. I’m running to help shine a light on their incredible work and to raise funds so they can get the support they deserve. 26.2 miles for the people who never stop caring.”

Daniel Tejero
Grosvenor Victoria Casino

2026

May

As part of the Edinburgh Marathon Festival, colleagues from our Grosvenor venue in the city took part in the 5K and 10K runs.

Throughout the month, the team in Maidenhead amassed over 2.2million steps as part of a walk challenge to raise funds for Carers Trust.

Case study
Smashing our fundraising target

At The Vic, our flagship Grosvenor casino in London, the team has been able to integrate charitable giving into the everyday running of the club. As well as charity boxes for donations in the venue, they sell charging cables, fast track seats and rebuys into tournaments, from which all proceeds go to Carers Trust.

Colleagues have also worked hard to raise funds individually through various events including sponsored walks, the London Marathon, and a skydive. The club set a target for the year to raise £100K for Carers Trust, which they surpassed two months early.

"Alongside the fantastic individual fundraising across our team, we've worked hard to embed charitable giving into our day-to-day venue operations. Our customers have been incredibly generous, and thanks to their overwhelming support, we are thrilled to have smashed our £100,000 target!"

Roxanne Roe
Marketing Manager, Grosvenor Victoria Casino

Case study
Christmas giving

In 2025, Carers Trust took part in the Big Give's Christmas Challenge. The Big Give is a UK charity platform that runs match-funding campaigns, helping charities raise more by doubling public donations through funding from pledgers and philanthropic partners. Its Christmas Challenge is the UK's biggest collaborative fundraising campaign and a flagship seven-day online match-funding initiative.

Thanks to pledges secured from Rank and two other supporters, alongside funding from the Big Give's philanthropic partner -the Monday Charitable Trust - a match-funding pot was created for Carers Trust. This meant that whenever someone donated during the campaign week, the same amount was released from the pot, instantly doubling the value of their gift.

"We are delighted to share that we not only reached our £92,000 target but surpassed it, unlocking every penny of matched funding from our pledgers and Champion Funder! The impact of this support is far-reaching. It could mean a parent caring for their disabled child finally having a moment to breathe, a young carer supporting a sibling, able to focus on their studies with hope instead of worry, or a husband caring for his wife with dementia feeling a little less alone after joining a social activity. We are incredibly grateful to Rank for being one of our three pledgers. Thank you. Without your generous support, the campaign would not have achieved such success."

Jen Russell
Stewardship Manager, Carer's Trust

Enabling our colleagues to give back

Rank's colleagues continue to play an active part in the communities in which we operate, and they consistently lend their support where it matters. This year, colleagues have generously contributed their time and effort – volunteering with charitable organisations and backing causes that hold particular significance locally.

Their efforts throughout the year have been exemplary, and we are proud of what they, collectively, have achieved for the communities around them.

Cape Town colleagues support their community through Mandela Day volunteering

Our colleagues in Cape Town marked Mandela Day in July 2025 by taking part in a volunteering initiative with Ladles of Love, a South African non-profit organisation focused on tackling hunger and food insecurity while promoting dignity, hope and community upliftment.

The initiative brought colleagues together to volunteer their time in support of a cause making a meaningful difference to vulnerable communities. It also provided the team with an opportunity to step away from their day-to-day roles, strengthen connections with one another and make a positive impact in their local community, reinforcing our commitment to empowering colleagues to make a difference beyond the workplace.

Supporting children and their families in Ceuta

This year, Thalia Cortes, Office Manager from our Ceuta office, volunteered her time with the Red Cross to support children and families at Ceuta Hospital.

Thalia supported children with a range of health conditions by helping with schoolwork, taking part in creative activities and providing companionship during their hospital stay. Along with other volunteers, the Red Cross also offers practical and emotional support to parents and carers, helping to make a difficult time a little easier.

It is volunteering opportunities like this that strengthen our connection with the local community and highlight how we can make a meaningful difference by sharing our time, skills and compassion.

"Volunteering with the Red Cross reminded me that sometimes the most valuable thing you can give is your time. Supporting children and their families during such a difficult period was a humbling experience and reinforced the difference even small acts of kindness can make."

Thalia Cortes
Office Manager, Ceuta

Supporting vulnerable women and children in Mauritius

As part of their commitment to supporting their local communities, colleagues in our Mauritius office supported the Shelter for Women & Children in Distress Trust Fund during the year. The organisation provides a safe and supportive environment for vulnerable women and children, helping those facing difficult circumstances rebuild their lives.

Colleagues visited the shelter to see first-hand the impact of the charity's work and how their fundraising and donations were helping to provide vital support, care and a safe place for women and children in need. The visit reinforced the importance of community partnerships and demonstrated how, by working together, we can make a meaningful difference to the lives of those who need it most.

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In this section:

Basis of preparation

This report presents a review of the Rank Group Plc's approach to, management of, and performance as it relates to ESG issues which are material to the business. The report covers the period from 1 July 2025 to 30 June 2026.

The Group is dedicated to ensuring the sustainability of its operations by aligning its processes and policies to international best practice. This is part of its strategy to build an even more resilient and responsible business. Rank's stakeholders will have the opportunity to review the Group's activity and performance and to contact Rank with suggestions or comments to improve its accountability and transparency commitments.

Reporting standards and frameworks

This report has been informed by several globally recognised voluntary ESG reporting frameworks. Rank has disclosed the Group's non-financial performance in line with the Sustainability Accounting Standards Board ('SASB') industry standard for Casinos & Gaming, as well as material metrics and disclosures from the Multiline and Specialty Retailers & Distributors, and Software & IT Services SASB standards. This report was also developed with reference to the Global Reporting Initiative ('GRI'). Rank continues to disclose in line with the recommendations of the Task Force on Climate-related Financial Disclosures ('TCFD') which is mandated for listed companies in the UK.

The Group is aware of incoming regulatory standards resulting from its areas of operation. The International Financial Reporting Standards ('IFRS') S1 and S2 – established by the International Sustainability Standards Board ('ISSB') – build upon existing frameworks, including the TCFD and SASB, both of which the Group already reports against. The UK Government has now endorsed these standards as the UK Sustainability Reporting Standards ('UK SRS S1 and S2'). While mandatory reporting requirements (for listed companies) are currently being finalised by the UK Government and FCA, the Group is actively preparing for future alignment.

The Group previously anticipated being subject to the EU's Corporate Sustainability Reporting Directive ('CSRD') regarding its Spanish operations. However, following the European Commission's Omnibus simplification update in February 2025 – which raised the turnover thresholds for non-EU parent companies – we confirm that the Group no longer falls within the scope of the CSRD.

Nevertheless, we continue to maintain the double materiality assessment first conducted in 2024 under the European Sustainability Reporting Standards ('ESRS') framework. Applying a double materiality lens represents industry best practice and directly supports the financial materiality requirements of IFRS S1.

In line with the UK Government's legally binding commitment to transition to a net zero economy by 2050, Rank remains committed to achieving net zero Group-wide emissions by 2050, backed by an interim target to reduce Scope 1 and 2 emissions by 75% by 2035. Demonstrating our commitment to data integrity, we achieved a significant milestone this year by securing limited assurance across all reported Scope 1, 2 and 3 emissions categories.

Global Reporting Initiative ('GRI')

Rank Group Plc has reported the information cited in this GRI content index for the period 1 July 2025 to 30 June 2026 with reference to the GRI standards.

GRI standard/other source	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organisational details	Annual Report
	2-2 Entities included in the organisation's sustainability reporting	Page 60, Annual Report
	2-3 Reporting period, frequency and contact point	Page 60
	2-4 Restatements of information	We restated our formal decarbonisation target on page 48.
	2-5 External assurance	Page 49
	2-6 Activities, value chain and other business relationships	Page 6, Annual Report
	2-7 Employees	Pages 67-68
	2-9 Governance structure and composition	Pages 9-13, 44-45, & Annual Report
	2-10 Nomination and selection of the highest governance body	Annual Report
	2-11 Chair of the highest governance body	Annual Report
	2-12 Role of the highest governance body in overseeing the management of impacts	Pages 9-13, 44-45
	2-13 Delegation of responsibility for managing impacts	Pages 9-13 & 44-45
	2-15 Conflicts of interest	Annual Report
	2-16 Communication of critical concerns	Annual Report
	2-17 Collective knowledge of the highest governance body	Annual Report
	2-18 Evaluation of the performance of the highest governance body	Annual Report
	2-19 Remuneration policies	Annual Report
	2-20 Process to determine remuneration	Annual Report
	2-21 Annual total compensation ratio	Annual Report
	2-22 Statement on sustainable development strategy	Page 4
	2-23 Policy commitments	Rank corporate website
	2-24 Embedding policy commitments	Rank corporate website
	2-25 Processes to remediate negative impacts	Page 14
	2-26 Mechanisms for seeking advice and raising concerns	Page 14
	2-27 Compliance with laws and regulations	Page 13
	2-28 Membership associations	Page 13
	2-29 Approach to stakeholder engagement	Throughout this Sustainability Report and the Annual Report
	2-30 Collective bargaining agreements	Page 15
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Rank corporate website
	3-2 List of material topics	Rank corporate website
	3-3 Management of material topics	Throughout this Sustainability Report and the Annual Report

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Global Reporting Initiative ('GRI')

GRI standard/other source	Disclosure	Location
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Annual Report
	201-2 Financial implications and other risks and opportunities due to climate change	Pages 46-48
	201-3 Defined benefit plan obligations and other retirement plans	Annual Report
	201-4 Financial assistance received from government	Annual Report
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	Pages 52-58
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Page 14
	205-3 Confirmed incidents of corruption and actions taken	Page 14
GRI 206: Anti-Competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	Page 14
GRI 207: Tax 2019	207-1 Approach to tax	Annual Report
	207-2 Tax governance, control and risk management	Annual Report
	207-3 Stakeholder engagement and management of concerns related to tax	Annual Report
	207-4 Country-by-country reporting	Annual Report
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Page 49
	302-2 Energy consumption outside the organisation	Page 50
	302-3 Energy intensity	Page 49
	302-4 Reduction of energy consumption	Page 50
	302-5 Reductions in energy requirements of products and services	Page 50
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 51
	303-2 Management of water discharge-related impacts	Page 51
	303-5 Water consumption	Page 70
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 50
	305-2 Energy indirect (Scope 2) GHG emissions	Page 50
	305-3 Other indirect (Scope 3) GHG emissions	Page 50
	305-4 GHG emissions intensity	Page 49
	305-5 Reduction of GHG emissions	Pages 41, 42 & 50
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 51
	306-2 Management of significant waste-related impacts	Page 51
	306-3 Waste generated	Page 51
	306-4 Waste diverted from disposal	Page 70
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Page 15
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Page 68
	401-3 Parental leave	N/A

Global Reporting Initiative ('GRI')

GRI standard/other source	Disclosure	Location
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 30
	403-2 Hazard identification, risk assessment and incident investigation	Page 30
	403-3 Occupational health services	Page 30
	403-5 Worker training on occupational health and safety	Page 30
	403-6 Promotion of worker health	Page 30
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 30
	403-9 Work-related injuries	Page 66
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Pages 68-69
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Pages 32-34
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Annual Report
	405-2 Ratio of basic salary and remuneration of women to men	Gender Pay Gap Report
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 15
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Page 15
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Page 15
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programmes	Pages 52-58
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Page 15
GRI 415: Public Policy 2016	415-1 Political contributions	Annual Report
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Page 30
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Page 66
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling	Page 27
	417-2 Incidents of non-compliance concerning product and service information and labelling	Pages 27 & 66
	417-3 Incidents of non-compliance concerning marketing communications	Pages 27 & 66
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	16, 66 and 72

Key performance indicators ('KPIs')

Focus area	KPI	2025/26	Target 2025/26	2024/25	2023/24	Notes
Customers	**Customer Net Promoter Score ('NPS')**	**54**	*56*	54	52	An average for last three months of the year and this Group score is a weighted average of all business units scored based on net gaming revenue ('NGR') % contributions.
Customers	**Customer feedback scores on safer gambling**	**85%**	*85%*	84%	84%	An average for last three months of the year and this Group score is a weighted average of all business units scored based on net gaming revenue ('NGR') % contributions. Linked to executive remuneration.
Customers	**Employee NPS on safer gambling**	**72**	*72*	72	69	Linked to executive remuneration.
Customers	**Hawkeye Average Markers of Harm score***	**5.6**	*5.4*	–	–	
Colleagues	**Employee engagement score**	**8.2**	*8.3*	8.3	7.9	Linked to executive remuneration.
Colleagues	**Percentage of women in senior roles**	**40%**	*40%*	32%	34%	These roles are defined according to the Companies Act 2006 definition of senior managers, which for Rank includes Executive Committee members, Executive Committee direct reports who are M1 and M3, and any statutory director not covered by the above. This now includes the direct reports of two senior colleagues within our UK digital business.
Environment	**Reduction in absolute carbon emissions**	**4,203 tCO_2e**	*3,700 tCO_2e*	5,520	–	Linked to executive remuneration.
Communities	**Total charitable funds raised**	**£496k**	*£395k*	£401k	£323k	

*New KPI introduced in 2025/26, where a lower score indicates lower observed risk factors in customers.

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Data tables

Topic	Metric	Unit of measure	2025/26	2024/25	2023/24
Anti-corruption	Number of hours per employee who undertook anti-money laundering training	Hours	0.5	0.5	1.0
Anti-corruption	Total number of whistleblowing incidents reported and investigated	Number	22	12	13
Anti-corruption	Total number of hours of staff training – Anti-Corruption	Hours	19,128	21,344	7,221
Anti-corruption	Number of reported cases due to unethical behaviour or corruption	Number	0	0	0
Anti-corruption	Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	Number	0	0	2
Anti-corruption	Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	0	0	0
Industry engagement	Percentage of UK trade association meetings attended	Percentage	100%	100%	100%
Industry engagement	Contributions to UK trade association consultations impacting Rank	Number	2	2	16
Compliance	Number of personal management licence holders	Number	474	642	539
Safer gambling	Upheld breaches of advertising codes	Number	0	0	1
Safer gambling	Total spend on television and radio safer gambling advertising (Mecca and Grosvenor)	Reporting currency	£2.3m	£3.2m	£2.2m
Safer gambling	Percentage of customers under 25 by: 1) UK venues	Percentage	26%	13%	-
Safer gambling	Percentage of customers under 25 by: 2) UK digital	Percentage	14%	12%	13%
Safer gambling	Percentage of customers under 25 by: 3) Spanish digital	Percentage	16%	14%	14%
Safer gambling	Number of safer gambling interactions (UK digital)	Number	243,418	208,852	136,138
Safer gambling	Percentage of customers who are under 25 with whom Rank have had safer gambling interaction (UK digital)	Percentage	1.7%	9.5%	1.9%
Safer gambling	Total financial contributions in support of research, education and treatment of problem gambling (covering the period of April 2023 – March 2024)	Reporting currency	0 (Now replaced by statutory levy, and first payment made in September 2025. The previous voluntary donation is pre-July 2025.	£700,540	£628,580
Safer gambling	Number of breaches in no under-18s policy (UK operations)	Number	18	11	31
Safer gambling	Average number of hours of safer gambling training completed per employee	Hours	1.6	3.0	1.1
Safer gambling	Percentage of employees who completed mandatory safer gambling training on e-learning platform	Percentage	80%	82%	100%

Topic	Metric	Unit of measure	2025/26	2024/25	2023/24
Safer gambling	Number of non-compliance related to product responsibility	Number	7	1	0
Health and safety	Number of accidents (UK venues)	Number	801	818	383
Health and safety	Number of accidents (Spanish venues)	Number	28	20	-
Health and safety	Number of accidents reported under RIDDOR (UK venues)	Number	7	10	7
Health and safety	Injuries per 200,000 hours worked	Rate	No data available	-	-
Health and safety	Number of red audits	Number	0	11	1
Health and safety	Number of amber audits	Number	5	120	4
Health and safety	Number of colleagues that completed Health and Safety training (Excludes Spanish operations)	Number	6,714	8,087	6,479
Health and safety	Percentage of gaming floor where smoking is allowed (excludes outdoor smoking areas)	Percentage	0%	0%	0%
Health and safety	Total paid in claims (H&S)	Reporting currency	£112,687	£232,499	£97,634
Health and safety	Total number of fines (H&S)	Number	0	0	0
Health and safety	Number of visits from EHO or fire authority	Number	45	32	41
Health and safety	Number of notices as a result of visits from EHO/fire authority	Number	0	1	0
Health and safety	Number of non-compliance related to health and safety	Number	0	0	0
Data privacy and IT security	Total number of identified leaks of customer data (defined as information disclosed in error)	Number	8	4	12
Data privacy and IT security	Total number of identified thefts of customer data (defined as unauthorised use of data)	Number	1	2	2
Data privacy and IT security	Total number of identified losses of customer data (defined as security incident)	Number	0	2	1
Data privacy and IT security	Percentage of data breaches involving Personally Identifiable Information (PII)	Percentage	100%	100%	100%
Data privacy and IT security	Number of hours per employee who have undertaken data protection and security training	Hours	4.0	5.2	0.9
Data privacy and IT security	Percentage of colleagues who have undertaken data security training	Percentage	65.7%	94.1%	99.5%
Data privacy and IT security	Statutory reports of personal data breach to the regulator	Number	0	2	1
Customer satisfaction	Customer complaints received	Number	Grosvenor and Mecca Venues: 2,957 Enracha Venues: 6	Grosvenor and Mecca Venues: 2,851 Enracha Venues: 12	1,716

Topic	Metric	Unit of measure	2025/26	2024/25	2023/24
Customer satisfaction	Customer complaints to Director's Resolution Office (UK operations)	Number	26	40	70
Employment	Total number of employees (Full-time + part-time)	Number	7,431 (FT: 4,436 PT: 2,995)	7,776 (FT: 4,697 PT: 3,079)	7,594
Employment	Number of employees by gender (Full-time + part-time): 1) Male	Number	4,050 (FT: 2,757 PT: 1,293)	4,295 (FT: 2,962 PT: 1,333)	4,086
Employment	Number of employees by gender (Full-time + part-time): 2) Female	Number	3,381 (FT: 1,679 PT: 1,702)	3,481 (FT: 1,735 PT: 1,746)	3,508
Employment	Number of employees by age group (Full-time + part time): 1) <30 years old	Number	2,490 (FT: 1,264 PT: 1,226)	2,601 (FT: 1,321 PT: 1,280)	2,487
Employment	Number of employees by age group (Full-time + part time): 2) 30-50 years old	Number	3,198 (FT: 2,158 PT: 1,040)	3,358 (FT: 2,274 PT: 1,084)	3,327
Employment	Number of employees by age group (Full-time + part time): 3) >50 years old	Number	1,743 (FT: 1,014 PT: 729)	1,817 (FT: 1,102 PT: 715)	1,780
Employment	Number of employees by geographical region (Full-time + part time): 1) UK	Number	5,803 (FT: 3,278 PT: 2,525)	6,492 (FT: 3,511 PT: 2,981)	6,410
Employment	Number of employees by geographical region (Full-time + part time): 2) Gibraltar	Number	54 (FT: 52 PT: 2)	77 (FT: 75 PT: 2)	86
Employment	Number of employees by geographical region (Full-time + part time): 3) Israel	Number	N/A	0	10
Employment	Number of employees by geographical region (Full-time + part time): 4) Mauritius	Number	403 (FT: 401 PT: 2)	389 (FT: 385 PT: 4)	352
Employment	Number of employees by geographical region (Full-time + part time): 5) South Africa	Number	133 (FT: 132 PT: 1)	161 (FT: 160 PT: 1)	134
Employment	Number of employees by geographical region (Full-time + part time): 6) Spain	Number	672 (FT: 454 PT: 218)	635 (FT: 544 PT: 91)	580
Employment	Number of employees by geographical region (Full-time + part time): 7) Malta	Number	30 (FT: 30 PT: 0)	22 (FT: 22 PT: 0)	22
Employment	Number of employees by employment category: 1) Senior management	Number	10	190	11
Employment	Number of employees by employment category: 2) Management	Number	614	448	571
Employment	Number of employees by employment category: 2) Non-management	Number	6,807	7,138	7,012
Employment	Percentage of employees that are contractors or temporary staff	Percentage (%)	2%	-	-

Topic	Metric	Unit of measure	2025/26	2024/25	2023/24
Employment	Employee turnover (Full-time + part-time) - Group Wide	Number	2,642 (FT: 1,362 PT: 1,486)	2,848 (FT: 1,362 PT: 1,486)	3,189
Employment	Employee turnover rate (Full-time + part-time) - Group Wide	Rate	35% (FT: 17% PT: 18%)	37% (FT: 18% PT: 19%)	43%
Employment	Employee absentee rate as a percentage of total days scheduled	Rate	Grosvenor Venues: 6% Mecca Venues: 6%	-	-
Employment	New employee hire rate	Rate	UK: 2074 Gibraltar: 6 Mauritius: 129 South Africa: 19 Enracha: 97 Yo Bingo: 31	-	-
Employment	Percentage of open positions filled by internal candidates	Percentage (%)	Gibraltar: 6	-	-
Employment	Number of non-compliance due to use of child labour and/ or forced labour	Number	0	0	0
Employment	Total amount of fines due to use of child labour and/or forced labour	Reporting currency	0	0	0
Employment	Number of town halls	Number	8	11	12
Employment	Number of underpayments	Number	Yo Bingo: 31 Mecca: 42 Grosvenor: 281 Salaried: 21 South Africa: 1	0	0
Employment	Total amount lost from irrecoverable overpayments	Reporting currency	£467	£19,669	£1,125
Employment	Percentage of payroll commit dates met	Percentage	100%	100%	89.5%
Employment	Percentage of your total number of employees are represented by an independent trade union or covered by collective bargaining agreements	Percentage	N/A	-	-
Training and education	Percentage of management roles on leadership training programmes	Percentage	N/A	53%	4%
Training and education	Number of colleagues who have been trained by Grosvenor to be licensed dealers	Number	150	298	402
Training and education	Number of apprenticeships started in the year	Number	5	36	17
Training and education	Number of hours of voluntary training completed	Hours	8,625	4,872	4,092

Topic	Metric	Unit of measure	2025/26	2024/25	2023/24
Training and education	Average number of hours of voluntary training completed per employee	Hours	1.2	-	-
Equality, diversity and inclusion	Percentage of employees that are women	Percentage (%)	45%	45%	46%
Equality, diversity and inclusion	Number of women in senior roles	Number	4	25	21
Equality, diversity and inclusion	Number of women on Executive Committee	Number	4	3	3
Equality, diversity and inclusion	Percentage of women on Executive Committee	Percentage (%)	40%	30%	30%
Equality, diversity and inclusion	Number of women on Board of Directors	Number	3	3	3
Equality, diversity and inclusion	Percentage of women on Board of Directors	Percentage (%)	43%	37.5%	37.5%
Equality, diversity and inclusion	Number of individuals from minority ethnic backgrounds on Executive Committee	Number	Limited data availability as data is not mandatory in the UK and not collected outside of the UK.	-	-
Equality, diversity and inclusion	Percentage of individuals from minority ethnic backgrounds on Executive Committee	Percentage (%)	Limited data availability as data is not mandatory in the UK and not collected outside of the UK.	-	-
Equality, diversity and inclusion	Number of individuals from minority ethnic backgrounds on the Board	Number	Limited data availability as data is not mandatory in the UK and not collected outside of the UK.	-	-
Equality, diversity and inclusion	Percentage of individuals from minority ethnic backgrounds on the Board	Percentage (%)	Limited data availability as data is not mandatory in the UK and not collected outside of the UK.	-	-
Equality, diversity and inclusion	Gender pay gap (Median)	Percentage	3%: This was the median gender pay gap figure for April 2025.	4.3% This was the median gender pay gap figure for April 2024.	5.2% This was the median gender pay gap figure for April 2023.
Equality, diversity and inclusion	Gender pay gap (Mean)	Percentage	9%: This was the median gender pay gap figure for April 2025.	11.7% This was the mean gender pay gap figure for April 2024.	12.9% This was the mean gender pay gap figure for April 2023.

Topic	Metric	Unit of measure	2025/26	2024/25	2023/24
Equality, diversity and inclusion	ED&I Employee Opinion Survey ('EOS') score	Number	8	8	-
Equality, diversity and inclusion	Percentage of global staff with a disability	Percentage (%)	Limited data availability as data is not mandatory in the UK and not collected outside of the UK.	Limited data availability as data is not mandatory in the UK and not collected outside of the UK.	Limited data availability as data is not mandatory in the UK and not collected outside of the UK.
Waste and water	Amount of hazardous waste (UK operations)	Tonnes	4.2	1.2	2.3
Waste and water	Amount of non-recycled waste (UK operations)	Tonnes	1,002	951	941
Waste and water	Amount of recycled waste (UK operations)	Tonnes	1,071	908	997
Waste and water	Amount of non-hazardous waste (UK operations)	Tonnes	2,069	1,859	1,938
Waste and water	Non-hazardous waste management method - Incineration (UK operations)	Tonnes	795	733	735
Waste and water	Total in fines or penalties from non-compliance with recycling legislation (UK operations)	Reporting currency	0	0	0
Waste and water	Total net fresh water consumption, including data for fresh water extraction and consumption	Cubic metres (m^3)	222,889	199,385	-
Carers Trust	Funds raised for Carers Trust	Reporting currency	£496,142	£400,890	£323,114
Carers Trust	Funds raised for Carers Trust since 2014	Reporting currency	£4,696,930	£4,200,788	£3,799,897
Carers Trust	Number of carers supported	Number	594	687	546
Carers Trust	Number of carers supported since 2014	Number	15,442	14,848	14,161

Sustainability Accounting Standards Board ('SASB')

To enable our stakeholders to access those ESG metrics which are financially material to the business, we have included industry-specific metrics as recommended by the Sustainability Accounting Standards Board ('SASB').

Due to the industry we work in, we report against those metrics set out in the SASB Casinos & Gaming Standard. However, as we feel that there are further non-financial metrics that are highly material to our business, we also choose to report against selected metrics from the Software & IT Services and Multiline and Specialty Retailers & Distributors standards. (We do not include all the metrics within the latter two standards, as not all are material to our business.)

Topic	Metric	Unit of measure	2025/26	2024/25	2023/24	SASB Code
Energy management	(1) Total energy consumed	kWh	103,913,375	103,891,773	113,655,418	SV-CA-130a.1
Energy management	(2) percentage grid electricity and	Percentage (%)	4%	7%	10%	SV-CA-130a.1
Energy management	(3) percentage renewable	Percentage (%)	96%	93%	90%	SV-CA-130a.1
Responsible Gaming	Percentage of gaming facilities that implement the Responsible Gambling Standards and Criteria for Venues	Percentage (%) by revenue	Not applicable. The Responsible Gambling Council is a Canadian organisation - Rank does not have operations in Canada. Rank is compliant with the regulation and legislation in the jursidictions in which it operates, including the UK Gambling Commission. We take a responsible approach to gambling, and our efforts to promote safer gambling are detailed extensively in this report.	-	-	SV-CA-260a.1
Responsible Gaming	Percentage of online gaming operations that implement the Responsible Gambling Council (RGC) Standards and Criteria for iGaming	Percentage (%) by revenue	Not applicable. The Responsible Gambling Council is a Canadian organisation - Rank does not have operations in Canada. Rank is compliant with the regulation and legislation in the jursidictions in which it operates, including the UK Gambling Commission. We take a responsible approach to gambling, and our efforts to promote safer gambling are detailed extensively in this report.	-	-	SV-CA-260a.2
Smoke-free Casinos	Percentage of gaming floor where smoking is allowed	Percentage (%) of gaming floor area	0% (Excludes outdoor gaming areas)	0% (Excludes outdoor gaming areas)	0% (Excludes outdoor gaming areas)	SV-CA-320a.1
Smoke-free Casinos	Percentage of gaming staff who work in areas where smoking is allowed	Percentage (%) of manhours	0% (Excludes outdoor gaming areas)	0% (Excludes outdoor gaming areas)	0% (Excludes outdoor gaming areas)	SV-CA-320a.2
Internal Controls on Money Laundering	Description of anti-money laundering policies and practices		Page 14	-	-	SV-CA-510a.1
Internal Controls on Money Laundering	Total amount of monetary losses as a result of legal proceedings associated with money laundering	Presentation currency	0	0	0	SV-CA-510a.2
Activity Metric	Number of tables	Number	Grosvenor Venues: 618 Enracha Venues: 558	Grosvenor Venues: 605 Enracha Venues: 545	Grosvenor Venues: 593	SV-CA-000.A
Activity Metric	Number of slots	Number	Grosvenor Venues: 2,264 Enracha Venues: 478	2,744		SV-CA-000.B
Activity Metric	Number of active online gaming customers	Number	690k	785k	1,103k	SV-CA-000.C
Activity Metric	Total area of gaming floor	Square metres (m²)	Grosvenor Venues: 36.1k Mecca Venues 96.7k Enracha Venues: 7.1k	Grosvenor Venues: 36.1k Mecca Venues 123.7k Enracha Venues: 9.5k	167,809	SV-CA-000.D
Data Privacy & Freedom of Expression	Description of policies and practices relating to targeted advertising and user privacy		Page 16	-	-	TC-SI-220a.1

Topic	Metric	Unit of measure	2025/26	2024/25	2023/24	SASB Code
Data Privacy & Freedom of Expression	Number of users whose information is used for secondary purposes	Number	465	604	280	TC-SI-220a.2
Data Privacy & Freedom of Expression	Total amount of monetary losses as a result of legal proceedings associated with user privacy	Presentation currency	0	0	0	TC-SI-220a.3
Data Privacy & Freedom of Expression	(1) Number of law enforcement requests for user information	Number	148	294	112	TC-SI-220a.4
Data Privacy & Freedom of Expression	(2) number of users whose information was requested	Number	156	316	112	TC-SI-220a.4
Data Privacy & Freedom of Expression	(3) percentage resulting in disclosure	Percentage (%)	100%	100%	100%	TC-SI-220a.4
Intellectual Property Protection & Competitive Behaviour	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations	Presentation currency	0	0	0	TC-SI-520a.1
Data Security	(1) Number of data breaches	Number	6	4	9	TC-SI-230a.1
Data Security	(2) percentage that are personal data breaches	Percentage (%)	67%	45%	60%	TC-SI-230a.1
Data Security	(3) number of users affected	Number	58	10,000 Approximately 8,000 impacted by a single cyber attack.	25,000 Approximately 24,000 impacted by a single single cyber attack.	TC-SI-230a.1
Data Security	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards		Page 16			TC-SI-230a.2
Recruiting & Managing a Global, Diverse & Skilled Workforce	Percentage of employees that require a work visa	Percentage (%)	6% (UK workforce only)	42%	0.6% (UK workforce only)	TC-SI-330a.1
Recruiting & Managing a Global, Diverse & Skilled Workforce	Employee engagement as a percentage	Percentage (%)	82%	83%	79%	TC-SI-330a.2
Managing Systemic Risks from Technology Disruptions	Description of business continuity risks related to disruptions of operations		Page 16			TC-SI-550a.2

Topic	Metric	Unit of measure	2025/26	2024/25	2023/24	SASB Code
Labour Practices	(1) Average hourly wage by region and	Presentation currency	Grosvenor Hourly: £14.1 Mecca Hourly: £12.9 Spain Hourly: €12.1	Grosvenor Hourly: £13.4 Mecca Hourly: £12.4 Enracha Hourly: €11.6	Grosvenor and Mecca Hourly: £12.6 Enracha Hourly: €11.6	CG-MR-310a.1
Labour Practices	(2) percentage of in-store and distribution centre employees earning minimum wage, by region	Percentage (%)	Grosvenor Venues: 22% Mecca Venues: 52%	Grosvenor Venues: 29% Mecca Venues: 54%	Grosvenor and Mecca Venues: 39.6% Enracha Venues: 17.3%	CG-MR-310a.1
Labour Practices	(1) Voluntary turnover rate for in-store and distribution centre employees	Percentage (%)	Grosvenor Venues: 27% Mecca Venues: 24% Enracha Venues: 2%	Grosvenor Venues: 31% Mecca Venues: 24% Enracha Venues: 1%	Grosvenor and Mecca Venues: 33% Enracha Venues: 16.3%	CG-MR-310a.2
Labour Practices	(2) involuntary turnover rate for in-store and distribution centre employees	Percentage (%)	Grosvenor Venues: 11% Mecca Venues: 15% Enracha Venues: 9%	Grosvenor Venues: 12% Mecca Venues: 9% Enracha Venues: 17%	Grosvenor and Mecca Venues: 13% Enracha Venues: 5.4%	CG-MR-310a.2
Labour Practices	Total amount of monetary losses as a result of legal proceedings associated with labour law violations	Presentation currency	0	0	0	CG-MR-310a.3

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