

## Ladbrokes Coral Gender Pay Gap 2017

The UK Government has introduced new reporting regulations under the Equality Act 2010 requiring companies with over 250 employees to disclose their gender pay gap annually from April 2017.

This report sets out our results in the year to April 2017 together with contextual information and the initiatives we have underway to close our gender pay gap.

December 2017

## What is a gender pay gap and how is it calculated?

**“Gender pay gap” is the difference in the average hourly rate of pay between all men and all women in a company**

Gender Pay Gap is very different from “Equal Pay”. This is the difference in pay between a man and a woman who carry out the same or similar jobs.

## What is our pay gap?

The median hourly pay difference between male and female colleagues is 2.5%.

2.5% compares favourably with the retail sector median of 18.8% and the UK median pay gap of 18.1% across all sectors in April 2016 (source: Office for National Statistics). However, we wanted to understand what’s driving our pay gap and understand what we can do to improve it

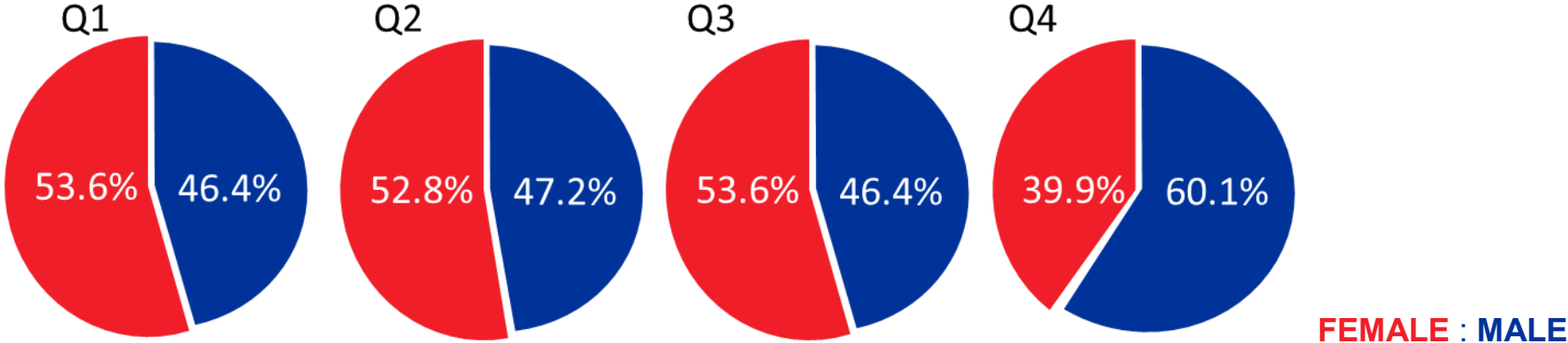
We have conducted analysis and believe that the gap is largely a function of weak representation at our

senior levels. We recognise this and are challenging ourselves to change this over time. We have recently implemented programmes to improve our gender representation throughout the Group (see “What we’ve done so far” and “What we’re doing next” section).

**Our overall gender pay gap is 2.5% which compares to a UK national average of 18.1%**

### Our pay quartiles

Proportion of males and females in each pay quartile, each quartile containing 5,150 colleagues



The pay quartiles show that we have a larger weighting of female colleagues in quartiles 1, 2 and 3 but a higher proportion of males in the highest quartile (Q4).

Our analysis supports the opinion that the under-representation of women in highly skilled/paid roles is the main reason for the gender pay gap. Within our top four grades, there were 164 men and 45 women (see “Gender profile by band” below). In addition, the majority of women in the most senior management positions are in roles within certain functions where salary levels are lower compared to other specialist or technical functions (such as finance, IT).

## Pay information – bonus pay

### Our median bonus pay gap is 25%

All colleagues are generally eligible to receive a bonus or incentive. The colleagues i.e. those in retail and the shops, may receive incentives based on team and individual performance. Other colleagues participate in annual bonus plan with the pay-out based on grade (rather than role). The median bonus pay difference of 25% is largely a result of a greater proportion of males at the higher grades and higher bonus levels.

We are working on improving female representation at these higher grades to reduce this difference. 77% of males and 80% of females were paid bonus pay.



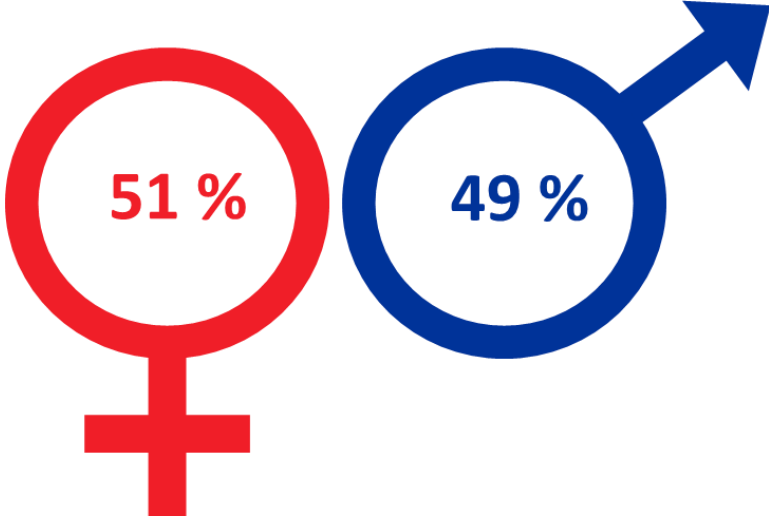
## Other pay information

The "median" is the "middle" value in the list of numbers. If all company colleagues lined up in a female line and a male line, in order of pay from highest to lowest, the median gender pay gap compares the pay of the female in the middle of their line and the pay of the middle man. By contrast the "mean" is "average" you're used to, where you add up all the numbers and then divide by the number of people. Our mean hourly pay difference between male and female colleagues is 15.5%. The mean bonus pay difference between male and female colleagues is 76%.

**Gender profile by band**

**Approximately 21,300  
colleagues across our UK  
business**

We have slightly more female colleagues than male



The table below shows the gender representation by grade.

Band	Female	Male	Total
A – D (Top 4 bands)	21.4% 48	78.6% 176	100% 224
E – H	51.4% 10,848	48.6% 10,250	100% 21,098
Total	51.1% 10,896	48.9% 10,426	100% 21,322

Most bands contain a variety of pay families, and hence a wide selection of roles that offer different salaries (regardless of gender). Our analysis of pay levels for comparable roles shows that men and women are paid fairly and appropriately for work of equal value

## How Ladbrokes Coral is tackling its gender pay gap

The gap in both our mean pay and mean bonus shows there's more work to be done. And while we don't have an equal pay issue across the Group, we do need to take steps to reduce our pay gap.

That means we're having a closer look at the structure of our workforce and in particular what we can do to get more women into those senior roles.

### What we've done so far

- **Pay:** We have conducted detailed benchmarking and ensured consistent salary positioning upon appointment to roles in the new Group organisation.
- **Board review:** Presented the current state of women in senior roles and discussed with the Board recommendations on the design of a female leadership programme.
- **Engaged our colleagues** through a recent staff survey and dedicated focus groups across offices in Gibraltar, Ireland and the UK on HR policies and practices

### What we will be doing

- **Parental and other leave:** We are proposing to enhance our maternity and parental leave provisions from the beginning of 2018, with a view to encouraging female colleagues to return to work.
- **Flexible working and part-time:** We are re-launching a programme of flexible working and encouraging new models of working in both our retail and other businesses.
- **New appointments and promotions:** Functions will be actively tasked with reviewing and challenging lists on a. new hire shortlisting and b. promotion to improve representation
- **Unconscious bias training:** From 2018 we will be introducing training for people leaders

## Additional information

The above disclosure includes all colleagues based in Great Britain employed in April 2017 by Coral Group Trading Ltd, Coral Racing Ltd (CRL), Ladbrokes Betting & Gaming Ltd (LBGL) and Ladbrokes Coral Group plc. A breakdown for CRL and LBGL which employed more than 250 colleagues in April 2017 is shown below

	CRL	LBGL	All businesses
Mean hourly pay difference between male and female colleagues	14%	15%	15.5%
Median hourly pay difference between male and female colleagues	4%	2%	2.5%
Mean bonus pay difference between male and female colleagues	74%	70%	76%
Median bonus pay difference between male and female colleagues	25%	25%	25%
Percentage who were paid bonus pay within the 12 month period	Male: 82% Female: 78%	Male: 73% Female: 82%	Male: 77% Female: 80%
<b>Gender pay splits</b>			
Quartile 4 (highest)	Male: 61% Female: 39%	Male: 59% Female: 41%	Male: 60% Female: 40%
Quartile 3	Male: 48% Female: 52%	Male: 46% Female: 54%	Male: 46% Female: 54%
Quartile 2	Male: 47% Female: 53%	Male: 46% Female: 54%	Male: 47% Female: 53%
Quartile 1 (lowest)	Male: 48% Female: 52%	Male: 46% Female: 54%	Male: 46% Female: 54%

**This statement was approved by**

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