

GVC 2018 Gender Pay Gap Report

Introduction

This report sets out our results in the year to April 2018 together with contextual information and the initiatives we have underway to close our gender pay gap.

We are firmly committed to diversity and inclusion. We are focused on creating a culture that is inclusive of all where everyone has an opportunity to succeed. Our approach to diversity and inclusion needs to enable us to attract the best talent, build the most effective teams and deliver the highest level of customer service.

We confirm that the information in this report is accurate



Kenny Alexander
Group Chief Executive



Simon O'Halloran
Group HR Director

2 April 2019

This disclosure covers all colleagues based in Great Britain employed as at 5 April 2018 by GVC Holdings Plc or its subsidiary employing entities. This report includes data in relation to Coral Racing Ltd and Ladbrokes Betting & Gaming Ltd both of which employed 250 or more colleagues in April 2018.

GVC 2018 Gender Pay Gap Report

What is the gender pay gap and is it different from equal pay?

“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”, which is the difference in pay between a man and a woman who carry out the same or similar jobs.



What is our gender pay gap? Why do we have a gender pay gap?

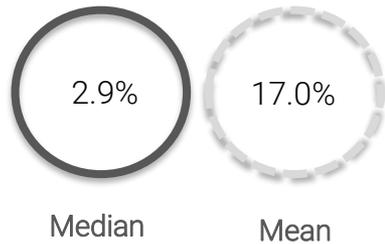
The median hourly pay difference between male and female colleagues is **2.9%**. This compares favourably with the UK median pay gap of 17.9% across all sectors (source: Office for National Statistics October 2018).

We believe that our gap is largely a function of weak representation of females at our senior levels. We recognise this and are challenging ourselves to change this over time. Within Ladbrokes Coral we implemented programmes to improve our gender representation and are now extending these across the enlarged GVC Group.

- UK regulations require firms to report data using median and mean averaging. Imagine all our female colleagues stood next to each other in one line in order of lowest hourly rate of pay to highest and imagine male colleagues do likewise. The **median gender pay gap** is the difference in pay between a) the female in the middle of their line and b) the male in the middle of their line.
- By contrast the **“mean”** (more often called “average” that we use in every day language) is where you add up all the numbers and then divide by the number of people. Mean gender pay gap shows the difference in average hourly rate of pay between men and women. This number is also affected by the different numbers of men and women in different roles.

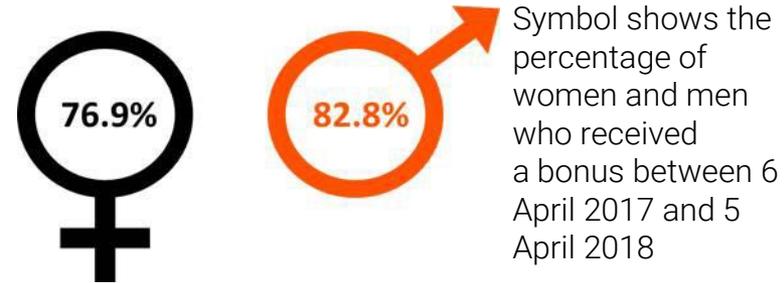
GVC 2018 Gender Pay Gap Report

GENDER PAY GAP in hourly pay

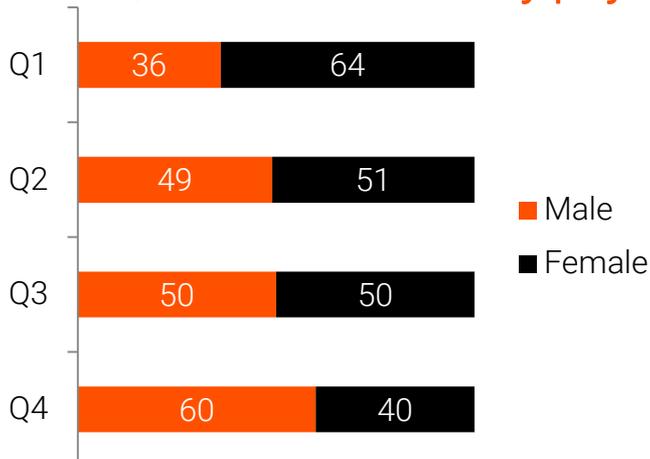


Our gender pay gap is based on employee hourly pay as at 5 April 2018

RECEIVING BONUSES



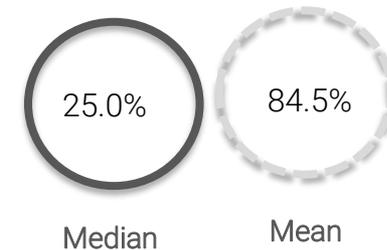
PAY QUANTILES in hourly pay



The pay quartiles are calculated by sorting the entire population of employees from highest to lowest hourly pay rate and dividing that list into four equal parts. We then work out the percentage of men and women in each quartile. Quartiles 2 and 3 have broadly an equal split of men and women. We have a larger weighting of female colleagues in quartile 1 (reflecting that there are more women in UK retail business than men). There is a higher proportion of males in the highest quartile (Q4).

GENDER BONUS GAP

Based on all bonuses received between 6 April 2017 and 5 April 2018. Colleagues in retail shops may receive incentives based on team and individual performance. Other colleagues may participate in the annual bonus plan with the pay-out based on role and business performance. The lower median bonus gap is a result of a large population of colleagues receiving an equal or similar bonus amount.



GVC 2018 Gender Pay Gap Report

How is GVC tackling its gender pay gap?

- The gap in both our mean pay and mean bonus shows there is more work to be done to reduce our pay gap.
- That means we are 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 have done so far

- **Parental and other leave:** We have enhanced our maternity and parental leave provisions in Ladbrokes Coral in 2018, to encourage more female colleagues to return to work.
- **Continue to engage our colleagues** through staff surveys and dedicated employee forums on HR policies and practices.
- **Board review:** Reviewed the current state of women in senior roles and discussed the recommendations with the Board.
- **Female leadership programme:** In July we launched Horizon, our Group-wide females in leadership programme. This will be supported in 2019 by a new mentoring programme, return to work initiatives and a focus on encouraging more women into digital and technology roles.

What we will be doing

- **HR policy harmonisation.** GVC acquired Ladbrokes Coral in March 2018, significantly increasing its colleague headcount. We are now reviewing and harmonising our HR policies and practices across the legacy businesses, notably in Gibraltar and the UK.
- **Unconscious bias training:** In 2018 training was undertaken in Ladbrokes Coral and we will explore how this can be best extended to people leaders in the enlarged GVC Group.
- **Pay:** We will review detailed benchmarking and ensure consistent salary positioning upon appointment to key roles in the new enlarged Group organisation.