

THE RANGERS FOOTBALL CLUB GENDER PAY REPORT 2017



A NOTE FROM THE CLUB

The Rangers Football Club sees the sharing of our Gender Pay Gap Report as an important step in moving forward with our wider focus on diversity and inclusion. We believe that significant steps have been made to encourage women to engage with and work in the football industry, whilst recognising that there is still room to improve the gender balance within our Club.

GENDER PAY REPORTING – THE BACKGROUND

The UK Government has introduced new reporting regulations under the Equality Act 2010. The requirement is for companies with over 250 employees to disclose their gender pay annually from April 2018, using a snapshot date of 5 April the previous year.

WHAT IS THE GENDER PAY GAP?

A gender pay gap is a measure of the difference in the average pay of men and women. The nature of the work carried out is not considered in the calculations. As such, it is different from an equal pay comparison, which would involve comparison of people carrying out the same, similar or equivalent work.



HOW ARE THE MEAN AND MEDIAN GAPS CALCULATED?

The calculations have been carried out as per the 'The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017'.

The mean gender pay gap shows the difference in the average hourly rate of pay between men and women. This is also affected by the different numbers of men and women in different roles.

The difference in the median hourly rate of pay is calculated by considering the middle of the range of both male and female rates of pay and calculating the difference between the two.

You can find more information about how the calculations were carried out here:
<https://www.gov.uk/guidance/gender-pay-gap-reporting-make-your-calculations>

OUR 2017 RESULTS

While the Regulations require us to publish one set of figures, we have chosen to publish two in this report. The first set is inclusive of all club staff and the second set excludes all players and first team management.

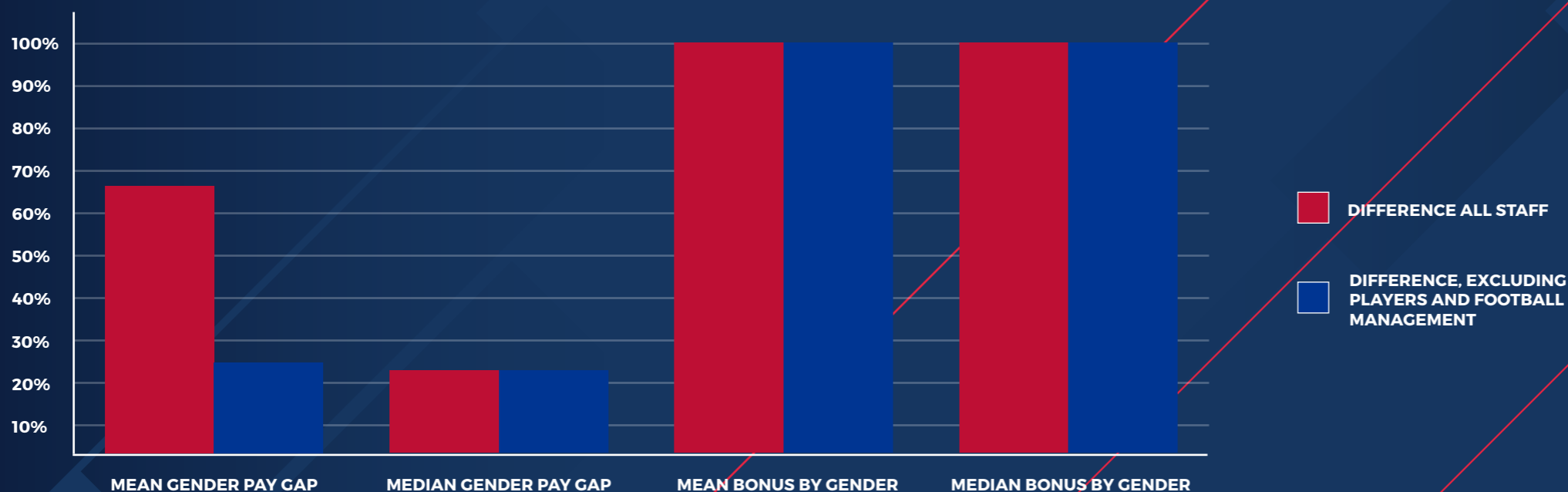


TABLE OF FIGURES:

The table below shows both our mandatory figures and the figures when the players and First Team Management have been removed.

GENDER PAY CATEGORY	MANDATORY DISCLOSURE OF ALL THE RANGERS FOOTBALL CLUB STAFF	VOLUNTARY DISCLOSURE (EXCLUDING PLAYERS & 1 ST TEAM MANAGEMENT)
MEAN GENDER PAY GAP	65%	27%
MEDIAN GENDER PAY GAP	20%	20%
MEAN BONUS GENDER PAY GAP	100%	100%
MEDIAN BONUS GENDER PAY GAP	100%	100%
PROPORTION OF MALES AND FEMALES RECEIVING A BONUS PAYMENT	MALES 25.23% FEMALES 0%	MALES 6.33% FEMALES 0%
PROPORTION OF MALES AND FEMALES IN EACH QUARTILE BAND	QUARTILE 1 MALES 72.86% FEMALES 27.14% QUARTILE 2 MALES 63.77% FEMALES 36.23% QUARTILE 3 MALES 87.14% FEMALES 12.86% QUARTILE 4 MALES 91.30% FEMALES 8.70%	QUARTILE 1 MALES 55.56% FEMALES 44.44% QUARTILE 2 MALES 63.64% FEMALES 36.36% QUARTILE 3 MALES 90.74% FEMALES 9.26% QUARTILE 4 MALES 81.48% FEMALES 18.52%

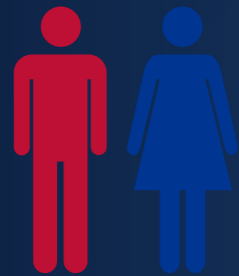


BEHIND THE DATA

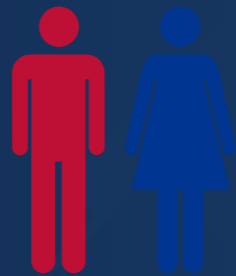
The Football industry has traditionally been very male dominated, with females historically being underrepresented across the sector. The Rangers Football Club recognises that there are areas where improvements can be made. The industry standard salaries and bonuses awarded to players and football management impacts on the first set of figures above (shown in red on the bar chart on page 2). In order to provide clarity on the figures across the remainder of the business, a second set of figures has been shown in blue. These figures do not include playing staff or football management and when considering the Club's median pay gap figure (20%) we are only slightly higher than the Scottish overall pay gap of 16% (source: ASHE median hourly earnings).

In respect of the bonus pay gap figures, again our industry and the manner in which player contracts are designed impacts on the bonus pay gap figures above. In 2017 bonus eligibility extended only to the players, football management and executive management (representing only 6.33% of employees). As females are not currently represented in these areas, this explains the figures above and presents an opportunity for the Club to put measures in place to redress the balance.

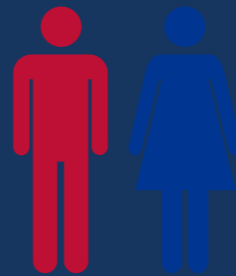
PROPORTION OF MALES AND FEMALES IN EACH QUARTILE BAND



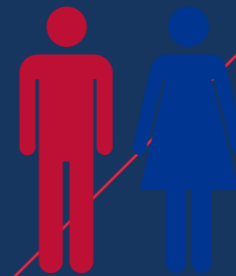
72.86% | 27.14%
QUARTILE 1



63.77% | 36.23%
QUARTILE 2

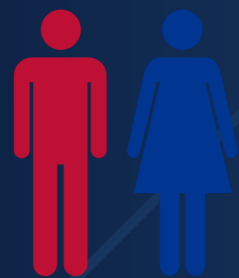


87.14% | 12.86%
QUARTILE 3

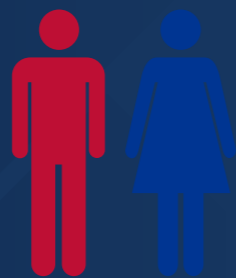


91.30% | 8.70%
QUARTILE 4

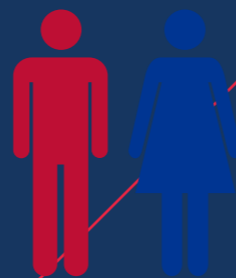
MANDATORY DISCLOSURE
OF ALL THE RANGERS
FOOTBALL CLUB STAFF



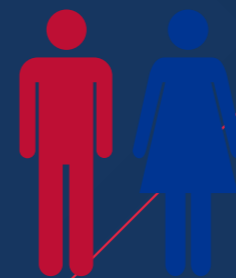
55.56% | 44.44%
QUARTILE 1



63.64% | 36.36%
QUARTILE 2



90.74% | 9.26%
QUARTILE 3



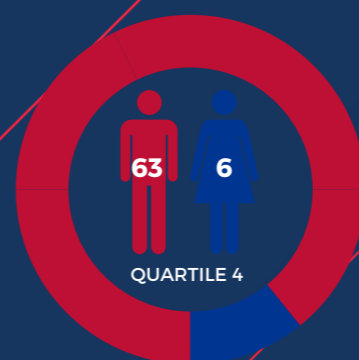
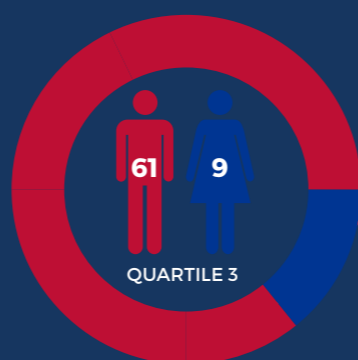
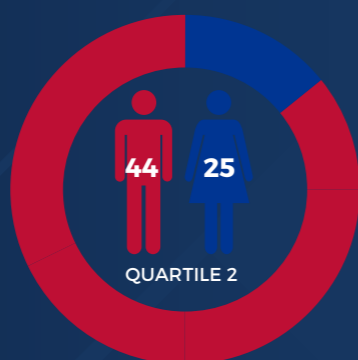
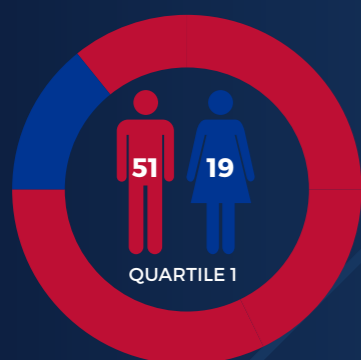
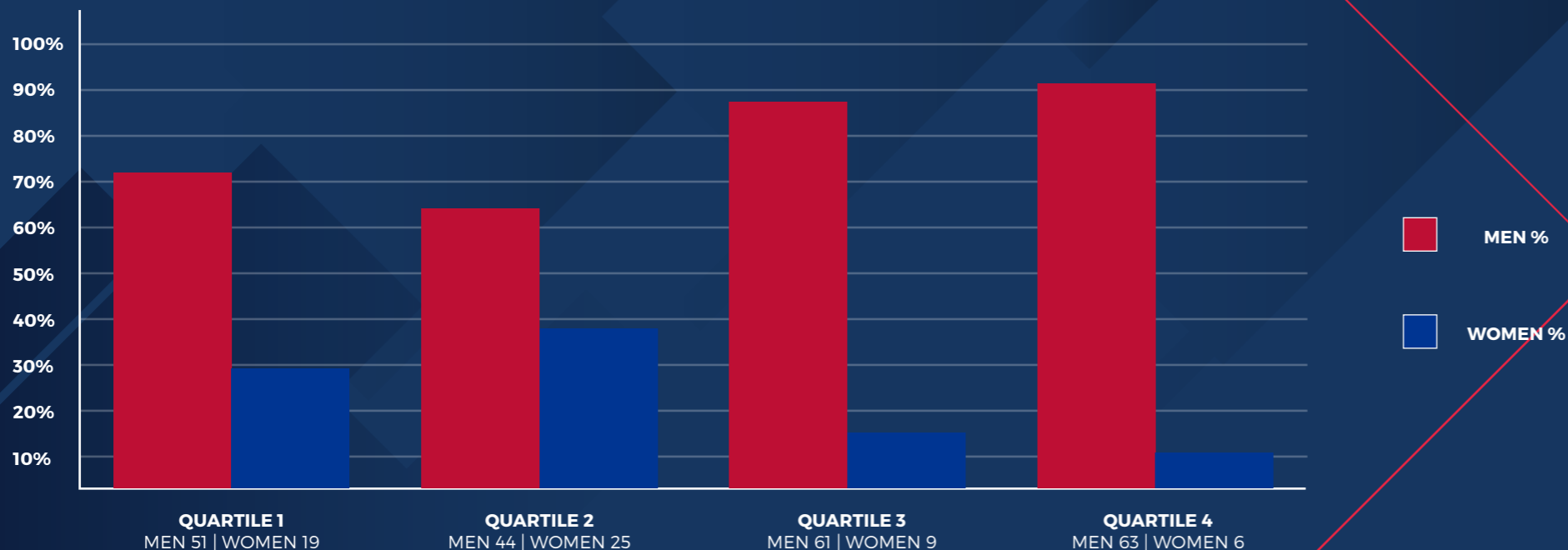
81.48% | 18.52%
QUARTILE 4

VOLUNTARY DISCLOSURE
(EXCLUDING PLAYERS & 1ST
TEAM MANAGEMENT)



GENDER PAY QUARTILES

The figures below show the proportion of male and female employees in the Club according to quartile pay bands.



There are more women than men in our lower paid roles, but fewer in our higher paid roles. This is again largely due to our industry and first team playing, management and support staff being predominantly male.



CLOSING THE GAP - OUR GENDER PAY COMMITMENT

We will not be able to remove the gender pay gap completely due to the nature of our industry; however the ways we have committed to reduce the gap in the wider business are listed below.

RECRUITMENT PRACTICES – we do recognise that there is further work to be done to recruit more women into senior positions, therefore we commit to conducting a review of our recruitment and selection practices, to ensure that our recruitment campaigns are attracting more women to join the Club.

RETENTION AND PROGRESSION OF OUR FEMALE TALENT – we will review our procedures for returning to work following family friendly absence, better promote our family friendly policies, provide training for line managers and strengthen access to training and development programmes for all.

PAY REVIEW – we will conduct a review of our pay and reward processes to ensure fairness and consistency in method and application.

TRAINING – we will look to provide diversity & inclusion and unconscious gender bias training to our line managers.

DIVERSITY AND INCLUSION WORKING GROUP – our consultative forum (Rangers Charity Foundation and The Rangers Football Club together with external voices) will continue to actively develop our work in this area.



STEWART ROBERTSON
MANAGING DIRECTOR

I confirm this data is a true reflection of our gender pay, at the snapshot period of 5th April 2017 and has been calculated in accordance with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

