



THE RANGERS FOOTBALL CLUB GENDER PAY REPORT 2018

A NOTE FROM THE CLUB

Ensuring that Rangers Football Club is as diverse and inclusive as it can be remains a priority for the Club going forward.

While our second gender pay gap report shows some small improvements in some of the required reporting categories, on the whole the figures remain largely unchanged.

We will continue to take steps 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 introduced gender pay reporting regulations under the Equality Act 2010 in April 2017, with the first reporting taking place in April 2018.

For companies with over 250 employees there is an ongoing requirement to disclose their gender pay annually, continuing to use the snapshot date of 5 April in 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 across an entire business.

It highlights the different number of men and women across all the roles. 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?

As with last year, the calculations have been carried out as per the 'The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017'. This data includes many different roles and levels within the club that attract a variety of rates of pay.

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. If you can imagine all the female employees in a line in order of lowest hourly pay to highest and imagine the male employees doing the same, the median gender pay gap is the difference in pay between the female employee in the middle of their line and the male employee in the middle of their line.

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 2018 RESULTS (table 1)

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 First Team Players and First Team Management.

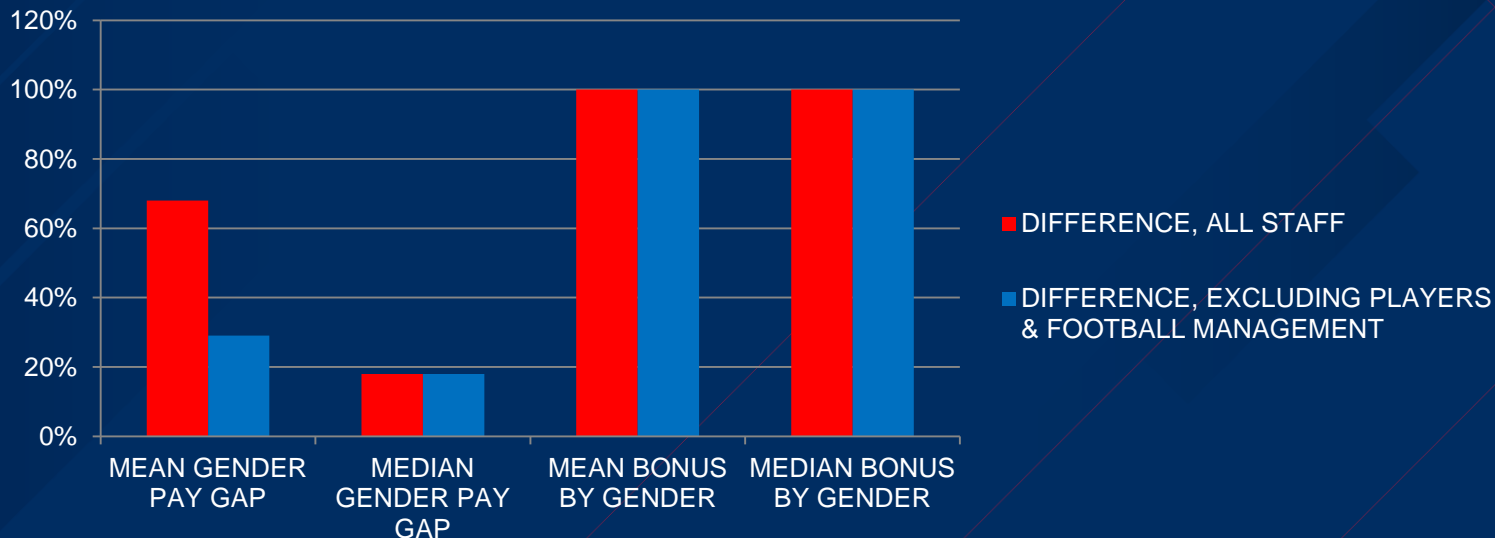


TABLE OF FIGURES: 2018

The table below shows both our mandatory figures and the figures with the First Team Players and First Team Management removed.

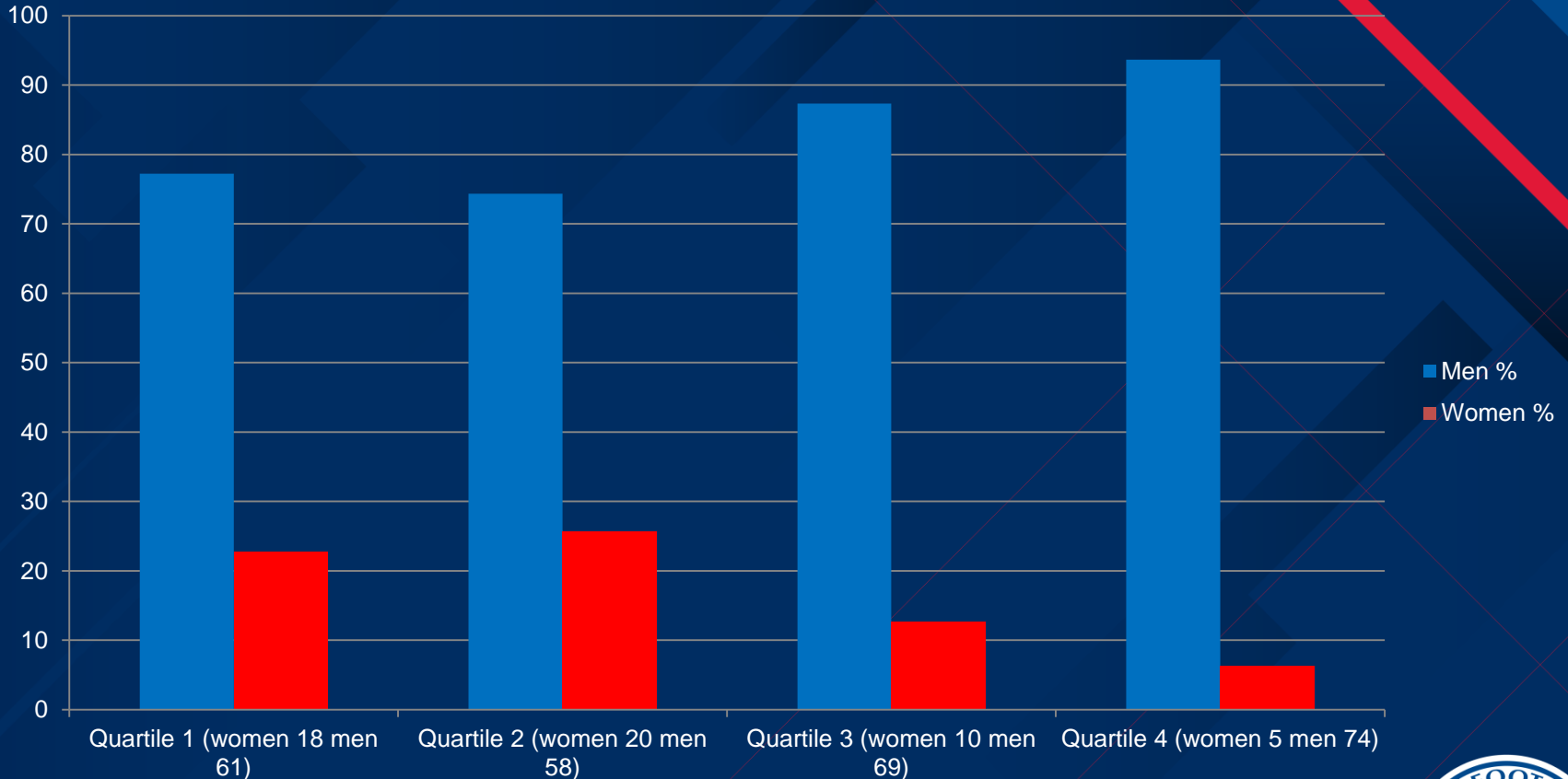
| GENDER PAY CATEGORY | MANDATORY DISCLOSURE OF ALL RANGERS FOOTBALL CLUB STAFF | VOLUNTARY DISCLOSURE (EXCLUDING FIRST TEAM PLAYERS & FIRST TEAM MANAGEMENT) |
|---|---|---|
| MEAN GENDER PAY GAP | 68% | 29% |
| MEDIAN GENDER PAY GAP | 18% | 18% |
| MEAN BONUS GENDER PAY GAP | 100% | 100% |
| MEDIAN BONUS GENDER PAY GAP | 100% | 100% |
| PROPORTION OF MALES AND FEMALES RECEIVING A BONUS PAYMENT | MALES 24.81% FEMALES 0% | MALES 4.12% FEMALES 0% |
| PERCENTAGE BONUS BY GENDER | MALES 100% FEMALES 0% | MALES 100% FEMALES 0% |
| PROPORTION OF MALES AND FEMALES IN EACH QUARTILE BAND | QUARTILE 1 MALES 77.22% FEMALES 22.78% | QUARTILE 1 MALES 67.21% FEMALES 32.79% |
| | QUARTILE 2 MALES 74.36% FEMALES 25.64% | QUARTILE 2 MALES 70.97% FEMALES 29.03% |
| | QUARTILE 3 MALES 87.34% FEMALES 12.66% | QUARTILE 3 MALES 90.32% FEMALES 9.68% |
| | QUARTILE 4 MALES 93.67% FEMALES 6.33% | QUARTILE 4 MALES 85.48% FEMALES 14.52% |



GENDER PAY QUARTILES 2018

(Including First Team Players and Management)

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



There are more men than women across our business and 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.



BEHIND THE DATA

The Football industry has traditionally been very male dominated, with females historically being underrepresented across the sector.

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 figures throughout this report. When considering the information on table 1, the differences with all staff is shown in red.

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 (18%) we are on a par with the UK overall pay gap of 17.9% (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 2018 bonus eligibility extended only to the players, football management and executive management (representing only 4.12% 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.



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, and we will continue to review and improve the ways in which we attract women into our business. When we recruit for senior roles we will continue to try to attract a diverse shortlist.

RETENTION AND PROGRESSION OF OUR FEMALE TALENT – we will continue to review and improve our policies 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 continue to annually review our pay and reward processes to ensure fairness and consistency in method and application.

TRAINING – we will continue to train our staff and 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 2018 and has been calculated in accordance with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

