

GENDER PAY GAP

REPORT 2019

At Sky Betting & Gaming (SBG), we are inspired and empowered to express ourselves. We're a bunch of people, with different thoughts and approaches. We work hard to make the most of this difference, and really celebrate it.

However, the Gender Pay Gap is one difference we need to address. It's a longstanding and complex issue – we know, for instance, that social pressures have influenced the career paths that men and women choose to take, so it's our responsibility to make positive changes. That's why we're committed to tackling some of the core issues, by focusing on the short-term strategies that will create a fairer workplace for everyone.











We recently published our annual Gender Pay Gap data, which shows the difference in average hourly pay between men and women.

While we've taken some positive steps forward, we haven't made the progress we'd hoped for – especially when you consider how much we champion inclusion and diversity, and how we pride ourselves on creating an environment in which everyone is free to be themselves.

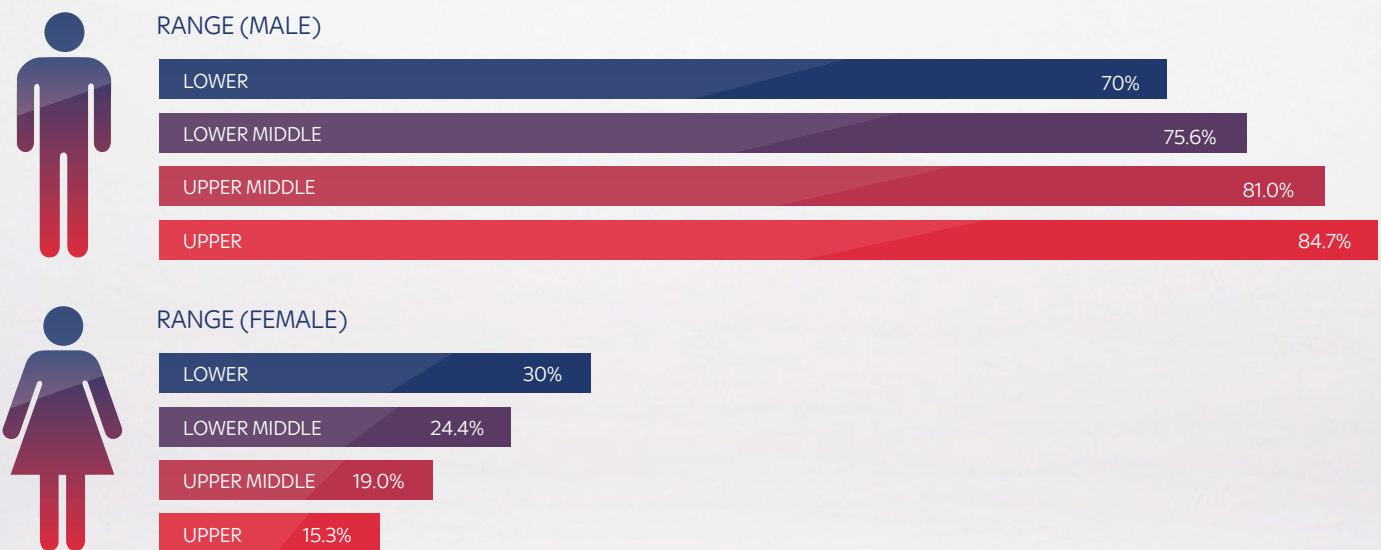
Issues highlighted by the Gender Pay Gap have been brought into much sharper focus for us over the past 12 months. That's why, from 2020 onwards, we're pledging a much clearer commitment to directly address the gap.



OUR GENDER PAY GAP DATA

MEAN HOURLY PAY	 £21.54	 £18.23	15.4% DIFFERENCE
MEDIAN HOURLY PAY	 £18.84	 £15.33	18.6% DIFFERENCE
PROPORTION RECEIVING A BONUS	 91.1%	 82.1%	9% DIFFERENCE
MEAN BONUS PAY	 £9,156.47	 £6,534.72	26% DIFFERENCE
MEDIAN BONUS PAY	 £4,697.51	 £3,553.13	24.4% DIFFERENCE

OUR PAY QUANTILES



Gender Pay Gap calculations undertaken in line with the government's guidance: <https://www.gov.uk/guidance/gender-pay-gap-reporting-make-your-calculations> and percentages rounded to one decimal place as specified in the guidance.

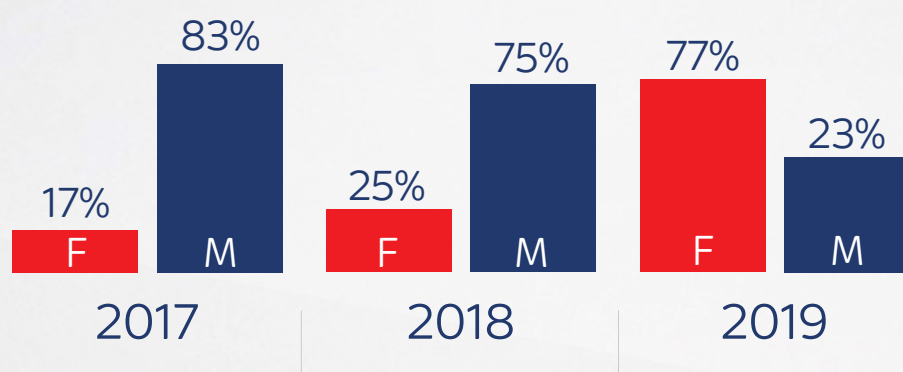
But we did make some positive strides in 2019 and continue to lay solid foundations in 2020...

TECH ACADEMY: FUTURE PIPELINE

We increased the number of female Tech Academy graduates joining SBG.

The Tech Academy was created so we could reach a broader pool of talent across Yorkshire. Our investment in providing technical training meant we were able to recruit based on core capabilities and widen our reach to all degree disciplines – and not just the STEM qualifications, which have traditionally been male-dominated.

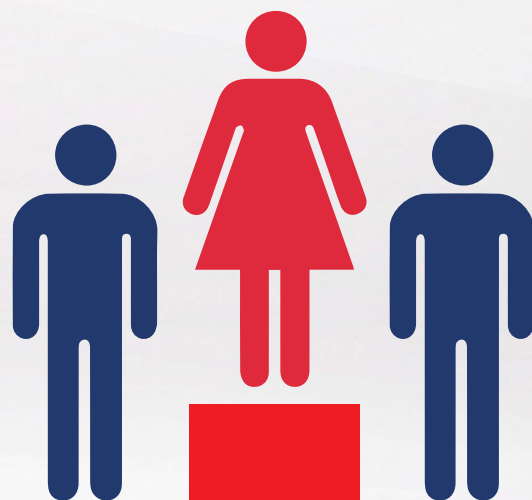
In 2019, our Tech Academy cohort was almost 80% female. We spent time in universities demystifying perceptions about a career in tech – so naturally we want to explore how the Academy can create further programmes that help us widen our talent reach.



SENIOR APPOINTMENTS

We hired more women at Senior Manager and Director level.

To appreciate the true value of diversity, we know we need to make a positive difference at all levels of the organisation. During our recruitment process, we trialled interventions that challenged and removed bias, and we used different ways of attracting a wider array of talent. The result? More female appointments at higher levels of the business.



INCLUSIVE LEADERSHIP

We're striving to empower inclusive leadership right across the business.

People from all backgrounds should be given the chance to realise their potential. So this year we're working with leaders at all levels to deliver Inclusive Leadership workshops as part of our vision to build and promote a culture where difference is valued.

COMMUNITY IMPACT

We supported local community organisations and championed positive change.

There's more that goes on beyond these four walls. Here are some local groups we've helped over the last 12 months:



BUILDING A FAMILY FRIENDLY CULTURE

We launched a fresh set of company values.

Our culture is important to us because it defines who we are and what it's like to work here. We're proud of the culture we've created – one that gives our colleagues the autonomy and flexibility to manage their time and workload for a better work-life balance.

Here are some of our insights:

- We've approved over 80% of formal flexible working requests over the last 12 months.
- Since 1 July 2018, all colleagues – no matter their length of service – received access to company-enhanced maternity pay, so families can make choices that are right for them.
- Colleagues can also get full pay for the first 26 weeks, giving them even better support.
- 96% of colleagues who have taken maternity leave while at SBG have returned and stayed with us.

We're continuing to lay down solid foundations for the future, creating a place where everyone can be their very best.

INFORMED & TRANSPARENT PAY DECISIONS

We improved our approach to pay, beginning with people in tech roles.

Over the course of 2019, we've created clear salary bandings for each role that we've shared with all tech colleagues. We've created a 'Mastery Scale' tool that considers a person's experience and helps us make informed and objective pay decisions.

And we've also openly published how we make pay decisions. By the time this report is published, we'll have completed the same piece of work for all roles at SBG.



INCLUSION WORKING GROUPS

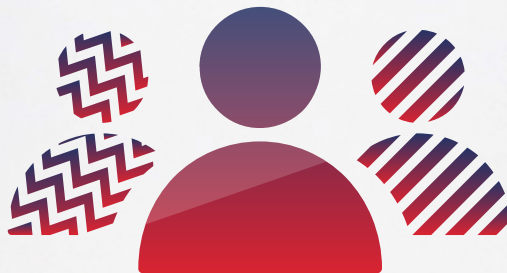
We're listening to, and acting upon, ideas generated in our Working Groups.

We have six employee-led Inclusion & Diversity working groups. They cover:

GENDER

**PARENTS
& CARERS**

LGBT+



WELLBEING

ETHNICITY

AGE

The groups listen to what our colleagues are thinking, feeling and experiencing and come up with ideas on how we can improve SBG as a place to work for everyone – now and in the future.

Over the next 12 months, these groups will focus on creating communities and networks within minority groups. They'll continue to run initiatives that bring people together, like 'Lunchtime Agender', our monthly gender forum, and our family fun days.

OUR PLEDGE: LONG-TERM COMMITMENT

We're committed to addressing the issues raised by the Gender Pay Gap.

Put simply, we're going to take decisive action to close the gap. Our pledge will be something we can measure over time and something we can use to hold ourselves to account.

We've invested in people to work in roles that focus exclusively on Inclusion & Diversity, like appointing a Head of Inclusion & Engagement and an Inclusion & Engagement Lead.

These people will support our Leadership Team and the wider business to make sure we deliver on our commitment to address the Gender Pay Gap.



REPORT STATEMENT

I can confirm that our Gender Pay Gap figures have been checked and verified to ensure complete accuracy, and have been formulated using the mechanics set out in the Gender Pay Gap reporting legislation.

Karen Tyrrell

Managing Director, People & Culture



GENDER PAY GAP REPORT 2019

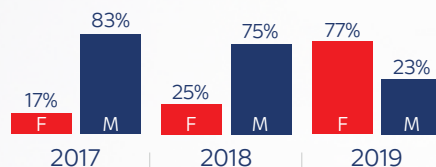
We recently published our annual Gender Pay Gap data, which shows the difference in average hourly pay between men and women at Sky Betting & Gaming. The Gender Pay Gap is a complex issue, and it's one we're addressing. We're committed to tackling some of the core issues to make SBG a fairer workplace for everyone. We may not have made the progress we'd hoped for in 2019, but we did make some positive strides. Here's a quick breakdown of what we've achieved in the last 12 months – and what we're looking to achieve in 2020:

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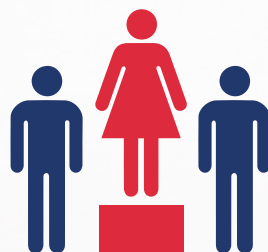
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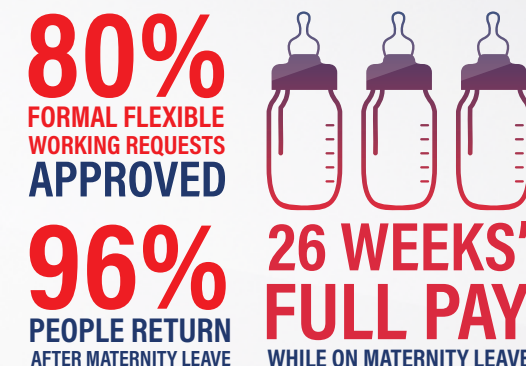


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Here are some changes we've made:



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