



GENTING
PEOPLE & CULTURE

ACHIEVING
TOGETHER



GENTING UK
**GENDER PAY
REPORT**
2025

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INTRODUCTION



PAUL WILLCOCK



President and
Chief Operating Officer
Genting United Kingdom

I'm incredibly proud of the progress we've made at Genting Casinos UK in creating opportunities for our people—the heart of our business. In 2025, our engagement survey results continue to show that employees enjoy working for Genting, and I was delighted to see such positive feedback on inclusivity, with "people of all cultures and backgrounds are valued" scoring highly once again. It's also encouraging to see the strong levels of loyalty and commitment across our workforce, with over 250 employees receiving recognition for 5 years' service or longer in the past year, speaking volumes about the culture we've built together.

2025 was also a year of external recognition. We were proud to be named among the Top 50 Inspiring Workplaces, in the Inspiring Workplace Awards, a testament to the strides we've made in wellbeing and people-focused initiatives. Additionally, it was a landmark year for Genting, marked by the successful acquisition of Stratford Casino - one of the largest casinos in the UK. This was a huge achievement for our business and a strategic step forward in

strengthening our market position. While this acquisition has positively expanded our footprint, it has also impacted our Gender Pay Gap figures due to the size and demographic profile of the Stratford team. We remain committed to addressing this through targeted initiatives and inclusive recruitment practices.

I'm pleased to report that our Gender Pay Gap improved again in 2025 compared to the previous year. While progress may feel gradual, it demonstrates that the initiatives we've introduced are making a real difference. Closing the gap remains a key priority, and we are working hard to achieve this goal. We know the biggest challenge is at Executive and Director levels, where turnover is low, but we're committed to building a strong pipeline of female talent through inclusive learning and development opportunities.

In 2025, we strengthened our talent development approach with targeted programmes such as our Fast Track scheme and General Manager Development Programme, designed to accelerate career progression and prepare future leaders. We also completed our first undergraduate programme, where we welcomed five university students into the business to gain hands-on experience and insight into the industry. These initiatives

are key to building a strong pipeline for the future.

Creating an inclusive culture where everyone feels empowered remains central to our strategy. We continued our Diversity and Inclusion forum in 2025, focusing on mental health—a topic that matters deeply to our people. The insights gained will help shape our wellbeing and inclusion priorities moving forward.

Rewarding our employees fairly continues to be a priority. We remain an above-living-wage employer and continue to invest in benefits that matter. In 2025, we introduced two new benefits focused on financial wellbeing. Looking ahead, our 2026 annual pay review proposes a 3% salary increase for all employees, development of a pay progression structure, alongside enhancements to our reward and recognition scheme to celebrate those who go above and beyond and to acknowledge long service.

The external landscape continues to present challenges for our industry, however our focus is clear: to keep building a workplace where everyone can thrive and feel respected. Together, we're moving in the right direction and I'm excited about what we can achieve in 2026 and beyond, with many exciting developments planned.



We understand our customers



Strive to be the best at what we do



Our success is shaped by our people



Provide a safe & secure environment for our people & customers



This is our business

PURPOSE OF THE REPORT

All employers in the UK with 250 or more employees must now report statutory calculations showing the size of their gender pay gap.

- The gender pay gap gives a snapshot of the gender balance within an organisation. It measures the difference between the average earnings of all male and female employees, irrespective of their role or seniority.
- It is distinct from equal pay, which is about ensuring that men and women are paid the same for carrying out work of equal value.
- We remain confident, through our reward policies and regular analysis and monitoring, that we meet our equal pay obligations and the explanation for our gap is the balance of men and women across different job levels and departments and the salaries that these typically attract.

This report sets out our results as at the 5th April 2025 snapshot date, together with supporting information to provide context to the report as well as the work we plan to do to drive our agenda for change to address the gender pay gap.



OUR GENDER PAY GAP 2025

We are pleased to report a further reduction in our mean gender pay gap for 2025, which has reduced by just over 2% since 2024. This shift reflects a year of strong internal progression for women, with many moving into junior management roles as part of our growing talent pipeline. However, proportionally more men advanced into middle and senior management positions, which has meant that, despite the overall improvement in the mean, our median gender pay gap has slightly increased compared to last year. Pleasingly, it still remains significantly lower than the current UK average of 12.8%*.

As in previous years, our gender pay gap continues to be influenced by the representation of women in senior roles and in traditionally male-dominated functions such as IT and Finance. Encouragingly, we have seen a slight increase in female representation at Senior Management level over the past year, marking positive progress toward our goal of gender equality.

Overall headcount grew significantly, particularly at staff level, following the acquisition of Stratford Casino in April 2025. This expansion has contributed to the continued presence of a gender pay gap, as women remain more highly represented in lower pay quartile roles. This pattern is however broadly consistent with national trends, where women are more likely to work part-time due to childcare and other responsibilities — with 36% of women working part-time compared to 14% of men**.

While we are proud of the progress made, we remain committed to further reducing our gender pay gap and achieving greater gender balance across all levels of the business.

*<https://commonslibrary.parliament.uk/research-briefings/sn07068/>

**<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2025>

Mean (average) Hourly Pay Gap

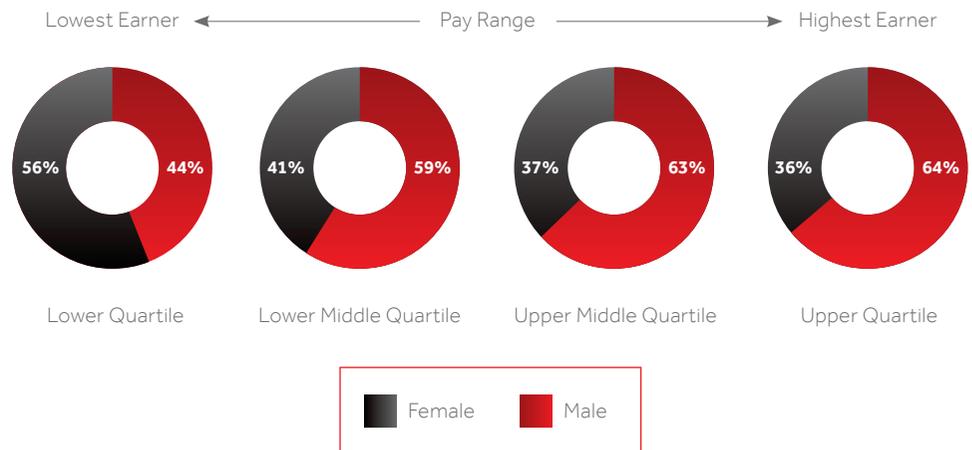


Median Hourly Pay Gap



Gender Representation by Pay Quartile 2025

Here is the proportion of male and female employees according to quartile pay bands:



OUR BONUS PAY GAP 2025

The proportion of our male and female employees paid a bonus is as follows:



Bonus Pay Difference between Men and Women



We are pleased to report further positive progress in our bonus pay gap for 2025. Both our mean and median bonus gaps have reduced compared to last year, with the mean decreasing by 6.71% and the median by 3.03%. This continues the improvement we have seen over the past few years and demonstrates the ongoing impact of making bonus opportunities more accessible across a wider range of roles.

The difference between the proportion of men and women receiving a bonus has also reduced again this year, now standing at 2.34%, compared to 2.74% in 2024. While bonus eligibility across the organisation remains subject to meeting specific role or performance criteria, we are encouraged to see that the gap between male and female participation continues to narrow. This reflects the continued expansion of our bonus schemes, which now include more roles, giving a greater number of women the opportunity to earn a bonus where targets are achieved.

Although we are pleased with the progress made, our mean bonus gap remains higher than we would like, largely due to the ongoing gender imbalance at senior leadership levels, where bonus values are typically highest. The structural nature of this imbalance means that bonus gaps are slower to close than pay gaps alone. However, we are encouraged that the gap continues to move in the right direction and remains significantly lower than when we first began reporting.

We recognise that achieving long-term, sustainable improvement depends on continued progress in developing and promoting women into senior and bonus-eligible roles. Through our ongoing focus on leadership development, succession planning, and inclusive recruitment, we remain committed to strengthening our female talent pipeline and influencing our bonus gap over time.

OUR COMMITMENT TO TACKLING THE GENDER PAY GAP

As previously, we know the main factors impacting our pay gap remain due to:

- **Under-representation of women in senior management roles**
- **Under-representation of women in more highly paid job functions**
- **Higher representation of women in our lower-paid job quartile**

Here at Genting, we very much believe that it is our responsibility to focus on diversity, equity and inclusion and continue to put this agenda at the forefront of attracting and retaining talent. We are committed to creating an inclusive culture where our employees feel valued and able to reach their full potential, without barriers.



ACTIONS TAKEN TO REDUCE OUR GENDER PAY GAP

In 2025 we have been working on a range of initiatives to reduce our Gender Pay Gap with a particular focus on talent development. We have also continued to develop our Diversity and Inclusion strategy as part of our efforts to promote Genting UK as a diverse, inclusive, and equitable workplace. Here is our progress since our last report:





Talent Development

People are at the heart of our business, and we remain committed to investing in their growth to ensure they have a career with Genting, not just a job. In 2025, we focused on initiatives that build a diverse talent pipeline and create opportunities for progression at every level. These programmes not only empower individuals but also help us improve female representation in leadership roles and reduce our gender pay gap over time.

Key highlights include:

- **Undergraduate Placement Scheme:** Our first scheme successfully concluded in May 2025, introducing five university students to our industry through operational placements, club swaps, and development workshops. The programme provided invaluable insight into casino operations and leadership, equipping participants with the skills to progress towards management roles. Three of the participants have secured offers for our Graduate Management Programme starting in 2026, reinforcing our commitment to developing future leaders.
- **Fast-Track Programme:** Continued as a cornerstone initiative for high-potential employees, combining intensive workshops across Marketing, HR, Finance, and operational areas with psychometric profiling and short-term secondments. The programme concluded with presentations to the Executive team and a celebratory event, recognising participants' achievements and facilitating pathways to more senior management roles.
- **General Manager Development Programme:** We continued to support participants from the 2024 cohort and were pleased to recognise this development through a promotion to General Manager for one of our female attendees during 2025. Building on this success, we have launched a new programme to start in 2026, aimed at developing further talent across the business. We are proud that over 50% of those selected for the next cohort are women, reflecting our commitment to diversity and inclusion at senior levels.

- **Graduate Management Programme:** Building on the success of our undergraduate scheme, we confirmed conditional offers for three participants to join this two-year programme in 2026. Designed to accelerate progression to Casino Manager level, it includes mentoring, structured development modules, and leadership exposure, strengthening our succession planning and creating clear career pathways.
- **HR Training and Emerging Talent:** Throughout 2025, we delivered internal HR training on topics such as recruitment best practice, people management and crucial conversations, ensuring managers have the skills to lead effectively and inclusively.
- **Promotions:** In 2025, there were 34 promotions to management roles, 56% of which were female - demonstrating progress in building gender balance.
- **Future Growth:** Over the next 12–18 months, we will recruit 300+ new employees for our exciting London venture opening in 2027. This expansion provides a significant opportunity to attract more female talent and further diversify our workforce.

Through these initiatives, we aim to provide meaningful and personalised development opportunities for all employees while actively promoting female representation in leadership roles. This approach not only empowers individuals but also strengthens our talent pipeline, supporting our long-term goal of reducing the gender pay gap.



Employer Branding, Recruitment and Networking

We remain committed to growing the representation of women across our industry and ensuring they have clear pathways into roles throughout the business, including within our central support teams. Over the past year, we have continued to evolve our employer brand and recruitment approach to strengthen this commitment:

- Our careers website hosts a dedicated diversity and inclusion area, giving candidates clear visibility of our values and the steps we are taking to build an inclusive workplace.
- We continue to maintain DE&I-focused content across our Glassdoor and Indeed company pages, ensuring consistent messaging across the platforms candidates use most.
- Our employer brand channels, including LinkedIn, Glassdoor, Indeed and Facebook, are used frequently to communicate updates on our DE&I activity and share stories that reflect our culture and commitments.
- Our Senior Employer Branding Manager is continually developing new ways to position Genting as an inclusive employer for all gender identities. This includes ongoing refinement of our tone, visuals and messaging, together with targeted campaigns aimed at underrepresented audiences such as women. A key priority continues to be highlighting and celebrating the success of women across the organisation.
- We ensure that our job adverts are written using gender-neutral language to increase female engagement and encourage a broader range of applicants.
- We regularly review our employer branding style and imagery to ensure it resonates with female talent and accurately reflects the diversity we strive to attract.
- Building on the success of our Genting Careers UK Facebook page, we are preparing to expand into other social media platforms with a high presence of females to further extend our reach to women exploring new career opportunities.
- We continued to use LinkedIn for advertising senior-level roles. LinkedIn's audience remains approximately 43% female, supporting broader visibility of these opportunities. (Source: Statista)
- We have maintained strong relationships with our job board partners, ensuring they clearly understand our objectives around increasing female representation and supporting them in promoting our vacancies to wide and diverse audiences.
- Our collaboration with recruitment agencies remains a key part of our strategy, with a clear emphasis on encouraging applications from underrepresented groups, including women.
- We actively participate in industry networking through the Betting and Gaming Council's HR forums, where we regularly discuss shared challenges and best practices, including women's career development and wider inclusion topics relevant to the sector.
- Both face-to-face and online learning continue to be available to managers to reinforce the importance of gender diversity in recruitment and in leadership more broadly.
- This year, we implemented a programmatic recruitment platform, giving us deeper insight into job advert performance and audience reach. These data-led insights help ensure our vacancies are being promoted to a broader and more diverse talent pool, enabling stronger female representation across the business.
- Our annual employee engagement events continue to grow. This year, we saw record female participation in our football tournament and positive engagement with our newly introduced 'Bake-Off' competition, which appealed to those who prefer creative, non-sporting activities. Offering a broader variety of events helps foster a sense of belonging and supports engagement and retention for women across the business.
- We also launched People Matters TV, a new internal communications channel designed to reach frontline employees directly. This platform allows us to spotlight achievements, promote key resources and celebrate events such as International Women's Day. It plays an important role in giving greater visibility to female talent and ensuring all employees have access to information that supports development and progression.
- We were proud to be shortlisted for the Excellence in HR Technology award at the 2025 HR in Hospitality Awards, and we hope the exposure will encourage more women in technology to consider Genting as a great place to build their careers.
- Our recognition as a Top 50 Inspiring Workplace in 2025 further reinforces our inclusive, people-focused culture and strengthens our position as an employer of choice for women across the industry.

Employee Wellbeing

The rising cost of living has affected everyone in recent years, placing financial wellbeing at the forefront of many employees' minds. We recognise the wider impact that financial challenges can have on health and mental wellbeing and in 2025 we introduced two new benefits aimed at supporting employees financially.

The first benefit is a free mortgage advice service, available to all employees and their families. Research shows that due to the gender pay gap, women often have reduced borrowing power compared to men*, making homeownership feel unattainable for some. By offering free mortgage advice and removing one of the many costs associated with buying a home, we hope to reduce challenges and help employees take a step closer to homeownership where possible.

The second benefit is a specialised healthcare service for carers, offered at a discounted rate for Genting employees. This service provides care support, resources and signposting for those caring for a loved one. Caregiving responsibilities can significantly impact both mental health and financial wellbeing, often creating additional challenges for employees trying to balance work and personal responsibilities. This is particularly relevant for women, as 59% of unpaid carers in England and Wales are female**. By introducing this benefit, we aim to ease these pressures and provide meaningful support for those in caring roles. Genting aims to support employees with everyday financial challenges outside the workplace, with the goal of positively impacting overall wellbeing.

* <https://www.tembomoney.com/learn/female-homeownership-uk>

** <https://www.carersuk.org/policy-and-research/key-facts-and-figures/>

Alongside introducing new benefits, we placed a stronger emphasis on pension awareness throughout the year. Free pension webinars, delivered in partnership with our pension provider, were made available to all Genting employees year-round. In addition, we offered one-to-one pension advice sessions with our pension consultant, which saw a particularly high take-up among female employees. These initiatives reflect our commitment to addressing the gender pension gap and ensuring all employees are informed and supported in planning for their financial future.





Diversity and Inclusion Forums

In 2025, we continued to strengthen our commitment to diversity and inclusion through our employee-led Diversity and Inclusion forums. Based on feedback from previous sessions, we introduced a hybrid format, enabling employees to join both online and in person. This change was designed to accommodate those unable to travel and to provide an option for employees who prefer to share their views anonymously. By expanding the format, we successfully engaged a wider range of employees who may not have participated before.

This year's forum focused on mental health and wellbeing, a topic chosen by employees. Key takeaways included the need for greater awareness of available tools and resources for managers and staff. In response, in addition to dedicated communications and awareness campaigns, we introduced an additional e-learning module for all employees on supporting colleagues' mental health in the workplace.

To maintain momentum and improve communication, we also launched a dedicated D&I forum mailing list. Employees can now sign up to receive early notifications about upcoming forums and updates on actions taken based on feedback. We hope this initiative will encourage even greater participation from those passionate about this subject matter.

Building on our membership with Neurodiversity in Business (NiB), we also attended the 2025 NiB Conference, where global businesses shared best practices for creating inclusive workplaces. The event reinforced our commitment to challenging social norms and shaping a more inclusive future, ensuring that neurodiversity remains a key focus within our broader D&I strategy.

Steps to Prevent Sexual Harassment

As part of our ongoing commitment to creating a safe and respectful workplace, we have strengthened measures to protect employees and raise awareness of available safety resources. This year, we have incorporated WalkSafe guidance into our induction packs, ensuring all new starters receive this information during their Day 1 induction. The WalkSafe initiative enables employees to track and share their commute with friends and family via a safety app and send alerts if they feel unsafe. It also reinforces Genting Casinos' role as a designated safe haven for anyone in need.

Additionally, we have introduced a central log for all grievances related to sexual harassment, including cases of third-party harassment. This log will be reviewed regularly by our central Human Resources team to identify trends and take proactive steps to address them. All managers across the estate have also received face-to-face anti-harassment training. These measures reflect our commitment to fostering a workplace where everyone feels safe, respected, and supported.

WRITTEN STATEMENT



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THANK YOU

This report was approved by:

A white, stylized handwritten signature of Paul Willcock.

Paul Willcock
President and Chief Operating Officer
Genting UK

A white, stylized handwritten signature of Lara Butler.

Lara Butler
Director of Human Resources
Genting UK