

William Hill Gender Pay Report.



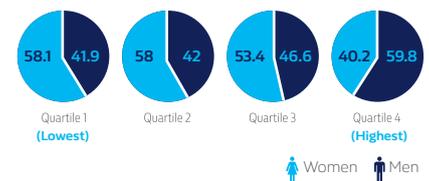
At William Hill, we are committed to creating a diverse and inclusive workplace for everyone. We strongly believe that a diverse team means a stronger business, which benefits our customers and makes us a more attractive employer.

Since our first disclosure was published last year, we have continued to build on solid foundations in our quest to achieve the pledges we made. Not only have we made further progress on the initiatives outlined last year such as our enhanced commitment to the "30% club" but we have added more such as our women in leadership programme.

We welcome the requirement for more transparency on pay and we take our responsibility to our colleagues very seriously. We are pleased that again the majority of our colleagues agree. Our recent annual survey, which had an 83% response rate, showed that 82% of women (up from 72% last year) strongly agree or agree that William Hill treats all employees fairly irrespective of gender, age, race, disability, religion or sexual orientation, with a further 8% neutral.

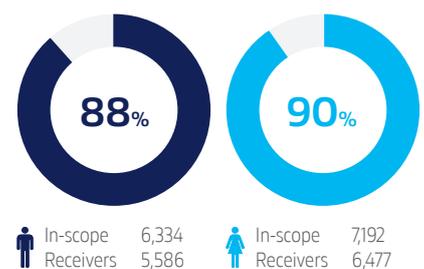
Pay quartiles.

The pay quartiles reflect the gender imbalance at senior levels within the business. Quartiles 1, 2 and 3 all have a higher proportion of women to men.



Bonus receivers.

The percentage of bonus receivers also reflects the fact that 54% of our retail colleagues are women. Retail staff are most likely to have received a form of bonus payment over the relevant period.



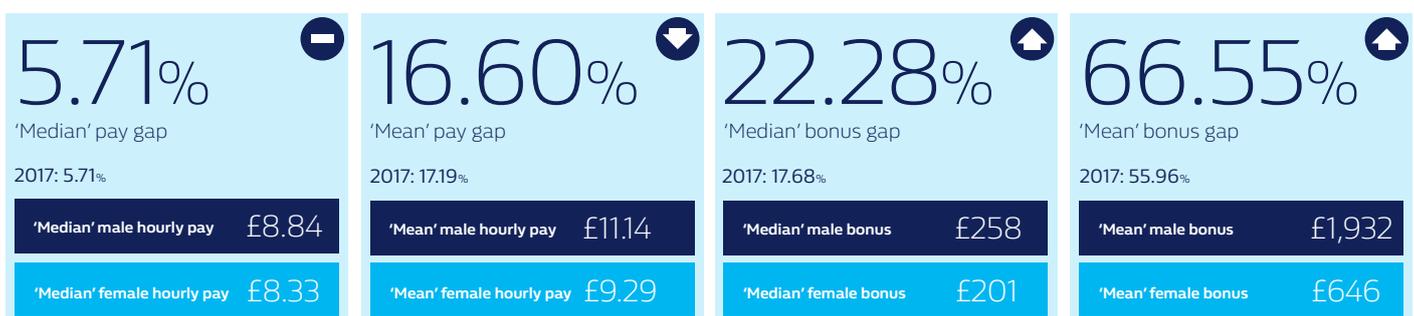
The gender pay gap is not about equal pay. Equal pay is ensuring that men and women doing equivalent jobs are paid the same. We are confident that we have equal pay for equal work at William Hill and we regularly carry out detailed analyses of our pay and policies to ensure this is the case.

The figures below show our "gender pay gap" for William Hill Organisation Ltd (by far our largest employer in the UK), which is the difference in the average pay and bonuses of all men and women across our business. The mean pay gap is the difference in the average hourly pay for women compared to men and the median pay gap represents the difference in hourly pay between the middle point of the female population in our business and the middle point of the male population in our business. The hourly pay figure used to calculate the difference includes all items specified in the regulations, such as allowances and shift pay.

Our median pay gap is unchanged at 5.71% and our mean pay gap has reduced slightly to 16.6%. As with last year, the reason behind this gap is a gender imbalance at senior levels within the business. Our figures compare favourably to a national median average gap of 17.9% and mean average gap of 17.1%, and also favourably to ONS estimates of the equivalent averages for "Gambling and Betting Activities" of 9.7% and 23.6% respectively.

Like many companies, we pay higher bonuses as you progress through the organisation. Women, on average, get a lower bonus % because, as an example, they represent c. 22% of our senior leadership team and 55% of our shop staff. This lower bonus % is then applied to a lower average salary and results in a median bonus gap of 22.28% and a mean bonus gap of 66.6%. Again, we have extensive processes to ensure bonus awards are fair so these figures are purely representative of the gender split at different levels.

We are also pleased to report the gender pay statistics for William Hill Online Ltd, which due to the growth in that business now has over 250 employees as at the reporting date. These are shown on page 3.



The mean and median bonus gaps are higher than the pay gaps due to the high number of men in senior management.

How are we doing?

Significant progress has been made over the last year to appoint female talent as we progress towards our goal of 30% representation by 2020. We have also introduced a consistent approach to identifying and developing our senior leadership talent which has helped to ensure that our internal practices are fair and transparent. We review our talent pools regularly to ensure that they reflect a positive gender balance and our Executive team all have specific goals to continually drive improvements within their functions. In 2019 we will be launching this approach across the rest of the business.

We set an aspiration to increase the proportion of women in senior management roles to 30% by the end of 2020. We have hit that target for women in our extended leadership population a year early, with women making up 22% of our senior management team as a whole. Our focus now is on achieving the same uplift in our middle managers to hit the overall target.

In October we strengthened our ongoing partnership with the 30% club by participating in their cross company mentoring programme. This programme is designed to broaden our pipeline of female talent and increase the number of women attaining senior leadership roles. We have 17 female mentees and 17 senior leader mentors involved in the programme. We are proud to be the only one of the top 5 companies in our sector to be a member.

We remain committed to improving our recruitment processes and ensuring our recruiting managers have the capability to make fair and inclusive recruitment decisions. Based on the successful pilot of our "Licence to Hire" programme in October which incorporates guidance on how to avoid unconscious bias, we will make this a mandatory programme for all of our people managers to complete in 2019.

Another launch was the women in leadership programme as part of our global leadership curriculum. The programme, which has been designed by one of our own high potential female Tech leaders is targeted towards any female who aspires to be a leader or female leaders who want to build their confidence and capability.

Our WOW (Women of William Hill network) continues to go from strength to strength. We now have 235 active members who regularly share good practice and ideas via social media and virtual sessions. We used the opportunity of International Women's day in 2018 to put a spotlight on our internal female talent and hear from a number of key note speakers via face to face and digital workshops across our different locations.

The Women in Tech Initiative continues to grow its active membership from the Tech, Digital and HR community. The programme has a clear vision, mission, approach and set of objectives that will raise our employer brand within the Tech & Digital community to improve inclusion metrics using a range of interventions that include development programmes, mentoring, events sponsorship, networking plus internal & external recognition schemes.

Finally we now have 96 people participating in apprenticeships at the moment, of which 35 are female. Within this, 18% of our Tech apprenticeships are women which remains above the national averages for women taking computer science A-levels or the number of women working in Tech.

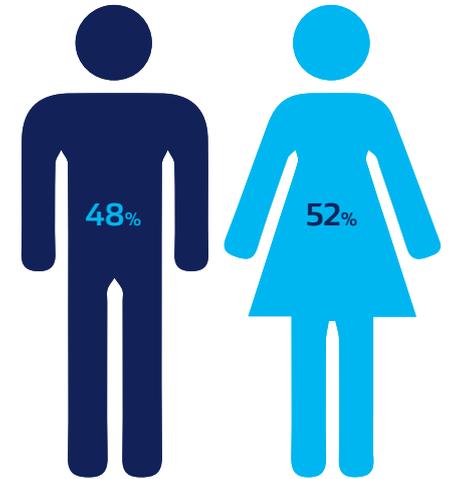
Mean pay gap - by Grade.

	Men	Women	Mean gender pay gap
Senior Management	130	37	-12.25%
Technical & Mid Management	405	61	1.64%
Admin & Support	346	145	2.8%
Retail & Shop	5,137	6,389	2.0%

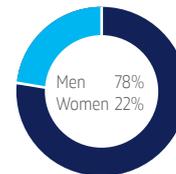
Gender balance.

The charts below show the breakdown of our employees across different parts of the Group. We are taking measures to increase the number of women in senior management and technical areas.

All employees.

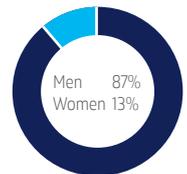


Senior Management.



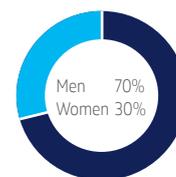
167 employees

Technical & Mid Management.



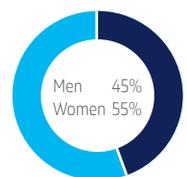
466 employees

Admin & Support.



491 employees

Retail & Shop.



11,526 employees

Progress against pledges.

By 2020, we commit to:

- Ensuring that women represent **30%** of our senior management population.
2018 update. 22%; up from 15% in 2017.
- Ensuring that the number of colleagues who believe William Hill treats all employees fairly irrespective of gender, age, race, disability, religion or sexual orientation is at least **90%**.
2018 update. 75%; up from 72% in 2017.
- Reducing our mean gender pay gap to less than **10%**.
2018 update. 16.60%; down from 17.19% in 2017.


Roger Devlin
Chairman


Philip Bowcock
CEO


Karen Myers
Group HR Director


Ruth Prior
Chief Financial Officer

William Hill | Online Gender Pay Report.



Due to growth in the number of Online employees in the UK, we are publishing for the first time the gender pay statistics for William Hill Online Ltd. As with the wider group, we recognise there is a gender imbalance at senior levels, and the initiatives described earlier are helping to address that.

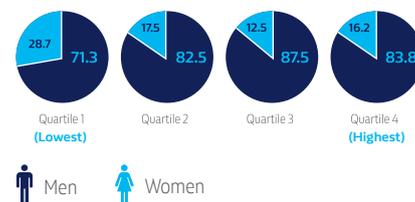
There is also a statistical anomaly in the bonus data shown below where just under 50% of the females reported in the data joined at the end of 2017, which meant they were ineligible for a bonus.

In an equivalent year where they were employed for a full year, the median bonus gap would reduce to 27.5% and the mean bonus gap would reduce to 18.8%.



The mean and median bonus gaps are higher than the pay gaps due to the high number of men in senior management.

Pay quartiles.



Bonus receivers.

