

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 two years ago, we have continued to make significant progress in our quest to achieve the pledges we made. New initiatives we have implemented include a female talent exchange programme with Dell and sponsorship of Smartcoding and Tjejer Kodar in Stockholm (supporting women with education within programming/coding). These build on activity in previous years, such as our enhanced commitment to the "30% club" and 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 87% response rate, showed that 75% of women strongly agree or agree that William Hill treats all employees fairly irrespective of gender, age, race, disability, religion or sexual orientation, with a further 15% neutral.

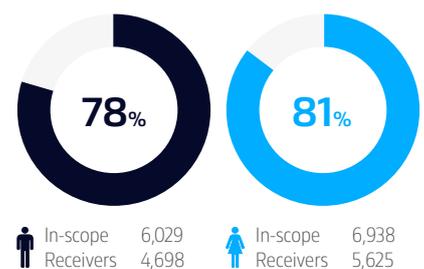
Pay quartiles.

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 55% 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 – 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 largely unchanged at 5.76% and our mean pay gap has reduced to 14.7% (from 16.6%). As with last year, the reason behind this gap is a gender imbalance at senior levels within the business. Our figures compare to a national median average gap of 17.3% and mean average gap of 16.2%. ONS estimate the equivalent averages for "Gambling and Betting Activities" to be 15.9% and 23.4% respectively.

We are also pleased to report the gender pay statistics for William Hill Online Ltd. These are shown on page 3.

<p>5.76% </p> <p>'Median' pay gap</p> <p>2018: 5.71%</p> <p>'Median' male hourly pay £9.02</p> <p>'Median' female hourly pay £8.50</p>	<p>14.67% </p> <p>'Mean' pay gap</p> <p>2018: 16.60%</p> <p>'Mean' male hourly pay £11.39</p> <p>'Mean' female hourly pay £9.75</p>	<p>24.31% </p> <p>'Median' bonus gap</p> <p>2018: 22.28%</p> <p>'Median' male bonus £127</p> <p>'Median' female bonus £96</p>	<p>54.79% </p> <p>'Mean' bonus gap</p> <p>2018: 66.55%</p> <p>'Mean' male bonus £859</p> <p>'Mean' female bonus £389</p>
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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 continued over the last year to appoint female talent and we have nearly achieved our goal of 30% representation by 2020. We have 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.

We set an aspiration to increase the proportion of women in senior management roles to 30% by the end of 2020. We had hit already that target for women in our extended leadership population a year early, and have made further progress with women making up 29% of our senior management team as a whole. This means as at 5 April 2019, we were only 1% away from achieving our 2020 ambition. Although its pleasing to have increased from 15% two years, we won't rest on our laurels and if we hit 30%, it will just be the start.

We have continued 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 key initiative is 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 299 active members (an annual increase of 27%) who regularly share good practice and ideas via social media and virtual sessions. We used the opportunity of International Women's day in 2019 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. We also sponsor a number of initiatives such as Girls in Tech in Gibraltar and both Smartcoding and Tjejer Kodar in Stockholm (supporting women with education within programming/coding), and have launched a Female Talent Exchange Programme in conjunction with Dell.

Finally we now have 103 people participating in apprenticeships at the moment, of which 36 are women. Within this, 31% 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.

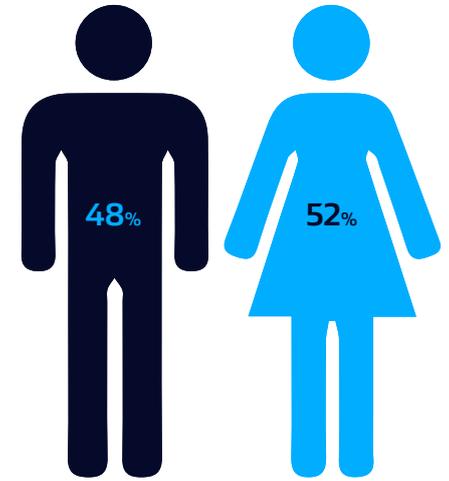
Mean pay gap - by Grade.

	Men	Women	Mean gender pay gap
Senior Management	122	49	-12.0%
Technical & Mid Management	392	66	-4.4%
Admin & Support	302	136	1.2%
Retail & Shop	4,808	5,878	1.2%

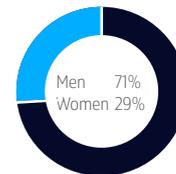
Gender balance.

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.

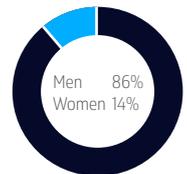


Senior Management.



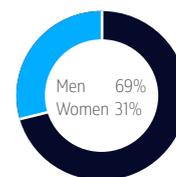
171 employees

Technical & Mid Management.



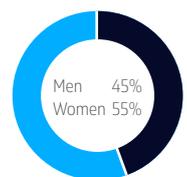
458 employees

Admin & Support.



438 employees

Retail & Shop.



10,686 employees

Progress against pledges.

By 2020, we commit to:

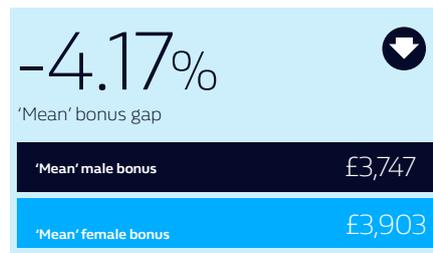
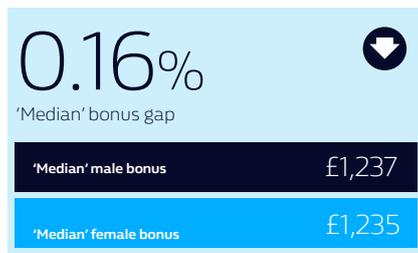
- Ensuring that women represent **30%** of our senior management population.
2019 update. 29% up from 22% in 2018.
- Ensuring that the number of colleagues who believe William Hill treats all employees fairly irrespective of gender, age, race, disability, religion or sexual orientation is at least **90%**.
2019 update: 75% (constant from 2018) plus 15% neutral.
- Reducing our mean gender pay gap to less than **10%**.
2019 update. 14.67% down from 16.60% in 2018.



William Hill | Online Gender Pay Report.

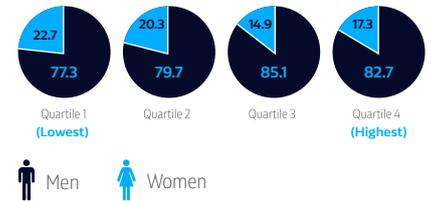


Due to the number of Online employees in the UK, we also publish the gender pay statistics for William Hill Online Ltd. As with the wider group, we recognise there is a gender imbalance at senior levels, and the initiatives described earlier are helping to address that.



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Pay quartiles.



Bonus receivers.

