

William Hill Gender Pay Report.



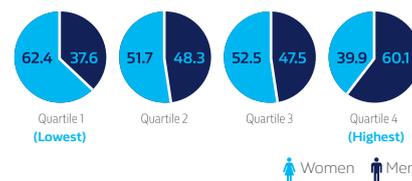
At William Hill, we are committed to creating a diverse and inclusive workplace for everyone. Not only is this the right thing to do, but we believe that a diverse team means a stronger business, which benefits our customers and makes us a more attractive employer.

We welcome the requirement for more transparency on pay and are committed to improving our gender pay gap as evidenced by our membership of the "30% Club". We take our responsibility to our colleagues very seriously, and have a number of initiatives in place which we believe will increase the number of women in senior management positions and in other roles across the business.

Our recent annual survey, which had an 89% response rate, showed that 72% 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 13% neutral.

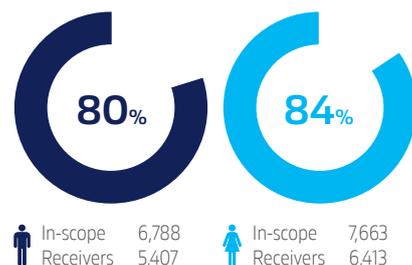
Pay quartiles.

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", 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 5.71% and our mean pay gap is 17.19%. 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 18.4% and mean average gap of 17.4%. ONS estimate the equivalent averages for "Gambling and Betting Activities" to be 9.2% and 21.1% respectively.

<p>5.71%</p> <p>'Median' pay gap</p>	<p>17.19%</p> <p>'Mean' pay gap</p>	<p>17.68%</p> <p>'Median' bonus gap</p>	<p>55.96%</p> <p>'Mean' bonus gap</p>
<p>'Median' male hourly pay £8.66</p>	<p>'Mean' male hourly pay £10.88</p>	<p>'Median' male bonus £202</p>	<p>'Mean' male bonus £827</p>
<p>'Median' female hourly pay £8.17</p>	<p>'Mean' female hourly pay £9.01</p>	<p>'Median' female bonus £166</p>	<p>'Mean' female bonus £364</p>

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

What we are doing about it?

We are actively seeking to attract women in to senior positions within the Group, and have made several management-level female hires in the last 12 months and 27% of our Group Executive are now women. Further as the table below shows, the pay gap amongst our wider senior management is actually positive in favour of women.

Applying findings from research we have undertaken, our job adverts are now worded neutrally and do not use words or references that conjure masculine imagery. We are also commencing unconscious bias training to help interviewers identify unknown bias towards certain roles, and we regularly feature women in the "Behind The Bet" blog on our careers site.

Elsewhere, we are taking action through several key initiatives. Along with our membership of the 30% club, we have established a global forum around culture, whose principal area of focus is diversity. It also looks at demographic trends, employment policies and practices across the group.

We run a "Women of William Hill" networking group where women are encouraged to share experiences, external trends and best practice, are provided with access to external material and also kept informed on internal and external events.

In our Retail business, we have established a "Women in Leadership" forum for 2018 to better support women in reaching middle management and senior leadership positions.

In our Online business, we participate in the "Girls in Tech" Gibraltar forum. "Girls in Tech" is a global non-profit focused on the engagement, education and empowerment of girls and women who are passionate about technology. The Gibraltar forum is part of this and provides access to wide-ranging materials along with a number of programs such as access to mentorship and various development activities.

Last year we launched our Technology Graduate Programme and 18% of our intake were women. This is significantly higher than the 7% of students taking A-level computer science courses who are women, and the 8% of employees currently in Tech who are women.

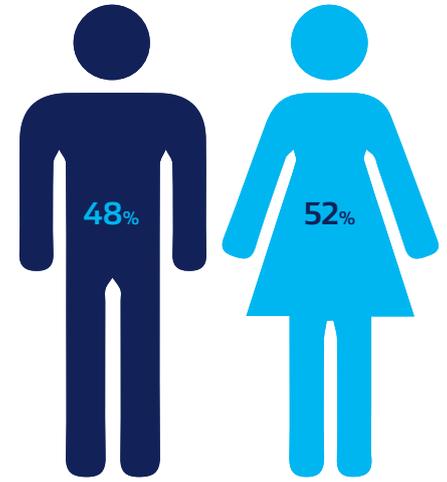
Mean pay gap - by Grade.

	Men	Women	Mean gender pay gap
Senior Management	385	68	-10.25%
Technical	101	14	9.69%
Admin & Support	365	165	7.82%
Retail & Shop	5,324	6,349	2.60%

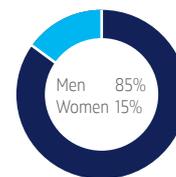
Gender balance.

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.

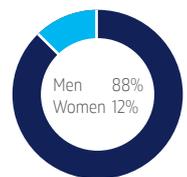


Senior Management.



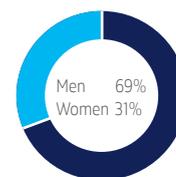
453 employees

Technical.



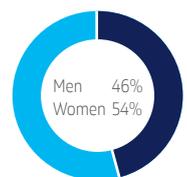
115 employees

Admin & Support.



530 employees

Retail & Shop.



11,673 employees

Our pledges.

By 2020, we commit to:

1. Ensuring that women represent **30%** of our senior management population
2. 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%**
3. Reducing our mean gender pay gap to less than **10%**


Roger Devlin
 Chairman


Philip Bowcock
 CEO


Karen Myers
 Group HR Director


Ruth C. Prior
 Chief Financial Officer