

Gender Pay Report 2020

[BELONG]



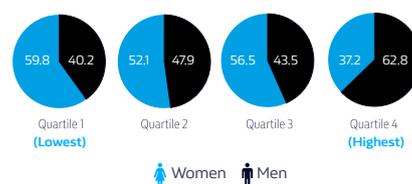
At William Hill we have made significant progress on gender diversity since our first disclosure three years ago. In 2020 we recognised a need to broaden our focus on diversity and inclusion to include the whole spectrum of our colleagues' individual characteristics and experiences. The launch of Belong, our new inclusion and diversity identity, was a key milestone in our journey to ensuring that William Hill truly embodies our "On The Same Side" value.

In 2020, we maintained our previous commitment to initiatives such as our female talent exchange programme with Dell, the "30% club", which we have confirmed our ongoing commitment to, and our Women in Tech programme. However, and as with previous years, we have continued to build, and new initiatives we have implemented in 2020 include the introduction of "Lead IT, Lady!", a mentoring programme designed to support women in technology in leadership roles; and the introduction of Balance, a new approach to flexible working giving our colleagues far more control over where and when they work. Examples of other activities include sponsoring a mentoring program for women entrepreneurs "Girls Up" and organising a summer programming course for our colleagues' daughters "You Code, Girl".

We welcome the requirement for more transparency on pay and we continue to take our responsibility to our colleagues very seriously. We are pleased that again the majority of our colleagues agree. Our recent annual survey showed that 81% of our colleagues strongly agree or agree that William Hill treats all employees fairly irrespective of age, race or ethnicity, gender, sex, disability, belief or sexual orientation, with a further 12% neutral.

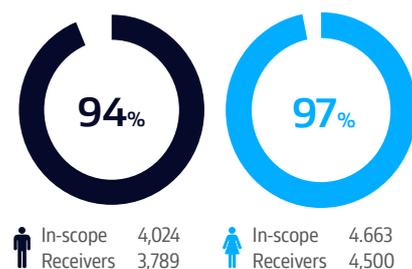
Pay quartiles.

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 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 has decreased from 5.8% to 1.92% and our mean pay gap has increased to 17.3% (from 14.7%). As with previous years, the primary reason behind this gap is a gender imbalance at senior levels within the business. The increase in our mean pay gap has largely been driven by the reduction in the number of roles in our shops following the restructure of our retail business in late 2019. Without this and comparing on a like-for-like basis our mean pay gap would be 13.5%.

Our figures compare to a national median average gap of 15.5% and mean average gap of 14.6%. The ONS estimate the equivalent averages for "Gambling and Betting Activities" to be 15.0% and 27.4% respectively.

<p>1.92%</p> <p>'Median' pay gap</p> <p>'Median' male hourly pay £9.38</p> <p>'Median' female hourly pay £9.20</p>	<p>17.29%</p> <p>'Mean' pay gap</p> <p>'Mean' male hourly pay £12.66</p> <p>'Mean' female hourly pay £10.47</p>	<p>27.77%</p> <p>'Median' bonus gap</p> <p>'Median' male bonus £515</p> <p>'Median' female bonus £372</p>	<p>55.74%</p> <p>'Mean' bonus gap</p> <p>'Mean' male bonus £2,624</p> <p>'Mean' female bonus £1,161</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?

As part of our first Gender Pay Gap disclosure in 2018, we published three pledges committing to three targets by 2020. These were:

1. Ensuring that women represent **30%** of our senior management population
2020: 26% / 2019: 29% / 2018: 22% / 2017: 15%

2. Ensuring that the percentage of colleagues who believe William Hill treats all employees fairly, irrespective of age, race or ethnicity, gender, sex, disability, belief or sexual orientation is at least **90%**
2020: 81% / 2019: 75% / 2018: 75% / 2017: 72%

3. Reducing our mean gender pay gap to less than **10%**
2020: 17.3% (13.5% like-for-like) / 2019: 14.7% / 2018: 16.6% / 2017: 17.2%

In all three of these areas we made significant progress over the three years since our first Gender Pay Report.

Although the proportion of women in our Senior Management population showed a slight decrease from 2019 to 2020 as at the gender pay reporting date, it has improved again since then but it is also much improved from 2017. Not only this but we are proud that as at the end of 2020, representation of women within our senior leadership team remained at **30%**.

The percentage of colleagues who believe in William Hill's approach to fairness and equity continues to increase year-on-year to **81%** from the baseline position of **72%** three years ago, and we are confident this trend will continue past **90%** and beyond.

At a superficial level, our mean gender pay gap has increased to a level slightly above where we started – but the structure of William Hill changed significantly as a result of our shop closure programme in 2019. On a like-for-like basis our mean pay gap would have been **13.5%** and continued the trend of reducing year-on-year from the baseline position of **17.2%** in 2017.

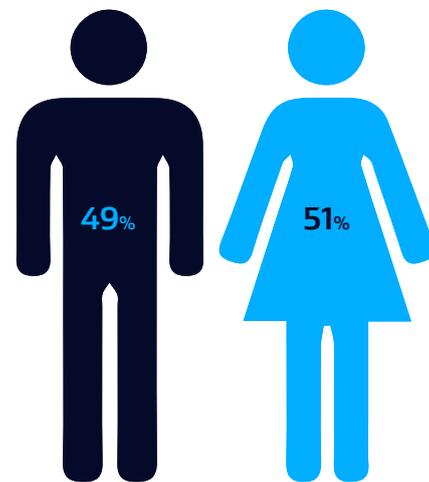
Mean pay gap by grade.

	Male Employees	Female Employees	Mean gender pay gap
Senior Management	122	43	-16.5%
Technical & Mid-Management	363	65	-6.6%
Admin & Support	241	110	-4.5%
Retail & Shop	3,012	3,738	1.1%

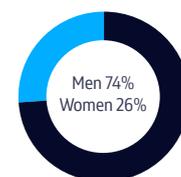
Gender balance.

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.

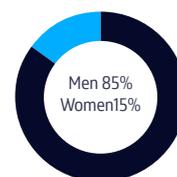
All employees.



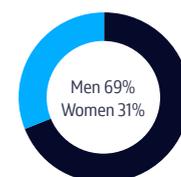
Senior Management.



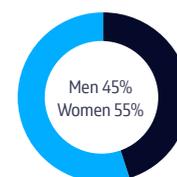
Technical.



Admin & Support.



Retail & Shop.



2021 and beyond

Throughout 2020 we recognised a need to broaden our focus on diversity and inclusion to include the whole spectrum of our colleagues' individual characteristics and experiences. When we launched *Belong*, our new diversity and inclusion identity, we were clear that our work and ambitions must go further than setting diversity targets across a small number of measures. Diversity means so many different things to different people and articulating a goal or vision focussed on diversity could lead us to overgeneralise, or risk some colleagues feeling excluded by a narrow definition of the word.

For this reason we will not be setting new targets based solely on our gender pay gap, though it will of course continue to be a central part of *Belong* and be monitored and published each year. In future years we will aim to expand our reporting in this area to give more insight into the diversity of our colleagues, looking beyond gender to understand issues such as race and ethnicity, sexual orientation and socio-economic background.