

Gender Pay Report 2021



At William Hill we continue to make significant progress on gender diversity since our first disclosure four years ago. We remain focussed on broadening the scope of our work in this area and in 2021 continued to build on the foundations laid in 2020 as part of Belong, our diversity and inclusion identity and a key pillar of the wider People strategy.

The period this report relates to covers our response to the Coronavirus pandemic. We are proud of the way we support colleagues through this period; both with our comprehensive approach to supporting colleague wellbeing, and with our efforts to secure jobs. We were able to protect the jobs of over 7,000 colleagues in the retail business, where we kept wages topped up to 100% while colleagues were furloughed. We later repaid those furlough funds and decided to forego further Government support. The impact of the pandemic on our business also meant we did not make any performance bonus payments in the period, which has reduced our median bonus gap to 0%.

Despite this, we maintained our previous commitment to initiatives such as our Lead IT Lady mentoring programme in Poland, and established a new partnership with Girls First Code. We also continue our focus on women returning into the professional world with our Returners programme. We have also continued to build and new initiatives we have implemented in 2021 include the introduction of our "Build & Beyond" Leadership Talent Programme which saw senior leaders participating in projects to support six charities, all of whom champion diversity and inclusion across a variety of communities. We also recognise the importance of sharing colleague stories and experiences, and our retail shop teams created the "A Week To Be You" event to inspire and help colleagues learn.

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 engagement surveys show an average score of 8.5/10 for the statement "I believe William Hill treats all employees equally (regardless of age, race or ethnicity, gender, sex, disability, belief or sexual orientation)". We have changed engagement methodology since our last Gender Pay Report where we reported 81% favourable responses to the same statement, or a score of 8.1/10.

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.

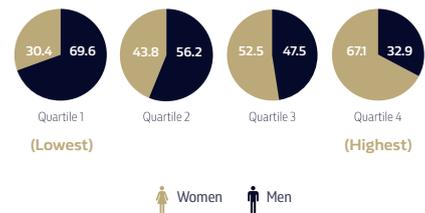
The figures below show our "gender pay gap" for William Hill Organisation Ltd (by far our largest employer in the UK), which is the difference in the average pay and bonuses of all men and women across our business. The hourly pay figure used to calculate the difference includes all items specified in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

<p>1.87%</p> <p>'Median' pay gap</p> <p>'Median' male hourly pay £9.61</p> <p>'Median' female hourly pay £9.43</p>	<p>22.52%</p> <p>'Mean' pay gap</p> <p>'Mean' male hourly pay £13.90</p> <p>'Mean' female hourly pay £10.77</p>	<p>0%</p> <p>'Median' bonus gap</p> <p>'Median' male bonus £175</p> <p>'Median' female bonus £175</p>	<p>56.03%</p> <p>'Mean' bonus gap</p> <p>'Mean' male bonus £7,344</p> <p>'Mean' female bonus £3,229</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.

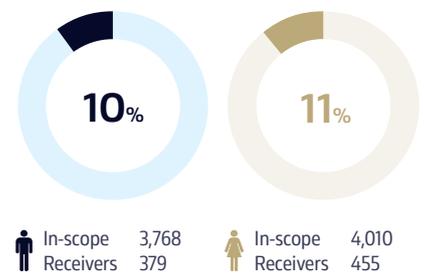
Pay quartiles

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 reflects a year in which performance bonus payments were withheld due to the Coronavirus pandemic. The only bonus payments made were either relatively low value long service awards, or one-off awards aimed at retaining key individuals through corporate activity.



Our median pay gap has decreased from 1.92% to 1.87% and our mean pay gap has increased to 22.5% (from 17.3%). 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 has been caused by a combination of newly appointed male executives in the period and an increase in the proportion of our retail population who are female.

Our figures compare to a national median average gap of 14.9% and mean average gap of 13.9%. ONS estimate the equivalent averages for "Gambling and Betting Activities" to be 10.6% and 25.3% respectively.

How are we doing?

Our first four disclosures featured our progress against a series of pledges, made in 2018 when we published the first of our Gender Pay Gap reports. Through the introduction of **Belong** we have recognised the need to broaden our focus on diversity and inclusion so have decided to not publish updated versions of these pledges, or to set targets based solely on our Gender Pay Gap. However, the Gender Pay Gap and the issues it is symptomatic of remain a key area of focus for us as we look to shift our culture to one where everyone feels they **Belong**.

Women in Senior Management

Women currently make up 26% of our Senior Management population. This is the same proportion as reported in last year's disclosure.

Although the proportion did not change in the reporting period, it has increased to 28% in January 2022 and we are pleased that representation of women in our Senior Leadership Team remains at 30%. We are also pleased that one third of our Executive are women.

Colleague perception and engagement

We continue to see improvements in colleague perception of our fairness with our recent engagement surveys showing an average score of 8.5/10 for the statement "I believe William Hill treats all employees equally (regardless of age, race or ethnicity, gender, sex, disability, belief or sexual orientation)". We have changed engagement methodology since our last Gender Pay Report where we reported 81% favourable responses to the same statement, or a score of 8.1/10.

We have also seen colleagues truly engage with our efforts to improve in this area with a score of 7.7 for the statement "I believe that achieving the **Belong** ambitions will make William Hill a stronger company", an improvement from 6.3 the year before.

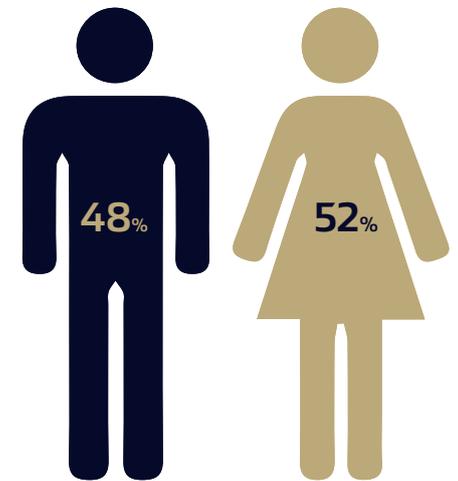
Reducing our Mean Gender Pay Gap

Our current mean pay gap of 22.52% is the highest we have reported in any of our disclosures. This is largely due to significant changes in the structure of the business since we first began reporting, particularly with the retail shop closure programme in 2019. In 2021 we have seen a further reduction in the size of the retail population and increase in the proportion of this population who are female which materially increases the mean pay gap. We continue to focus on initiatives to reduce the gap, in particular developing future female leaders through a range of talent programmes.

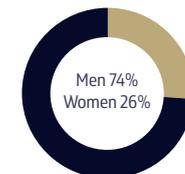
Gender balance

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

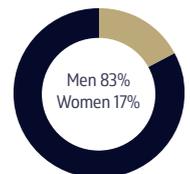


Senior Management



191 employees

Technical



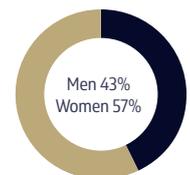
611 employees

Admin & Support



350 employees

Retail & Shop



6,624 employees

Mean pay gap by grade

	Male Employees	Female Employees	Mean gender pay gap
Senior Management	142	49	2.10%
Technical	505	106	-3.43%
Admin & Support	245	105	-5.25%
Retail & Shop	2,876	3,748	1.31%



[BE OPEN]



[BE INCLUDED]



[BE RESPECTED]



[BE INSPIRED]