

GENDER PAY REPORT 2023

HIGHLIGHT

At William Hill we are proud to report progress in advancing gender diversity since our initial disclosure. Our commitment remains steadfast as we work to expand our efforts in this important area.

Despite the significant changes experienced across the Group in 2023, we continue to prioritise and grow our initiatives aimed at enhancing gender diversity. As we navigate the integration of the William Hill and 888 businesses, we remain dedicated to fostering an inclusive environment where gender diversity can thrive.

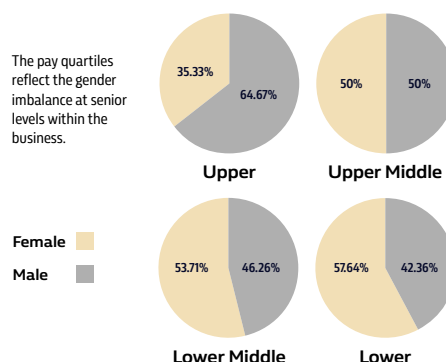
We welcome the requirement for more transparency on pay and we continue to take our responsibility to our colleagues very seriously. We are pleased that once again the majority of colleagues across the newly-combined business agree. Our recent engagement surveys across the combined group show an average

score of 8.3/10 for the statement "I believe 888 William Hill treats all employees equally (regardless of age, race or ethnicity, gender, sex, disability, belief or sexual orientation)".

Whilst we have reported the combined group score above, unless otherwise referenced the remainder of the report and all statistics will be based on employees of William Hill Organisation Ltd only, as the only UK entity with more than 250 employees.

Pay Quartiles

The pay quartiles reflect the gender imbalance at senior levels within the business.

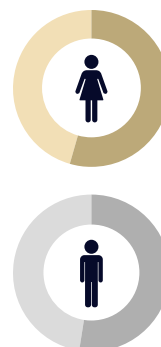


Bonus Receivers

The percentage of bonus receivers reflect a year in which bonus payments were withheld under the Group Annual Bonus Plan due to business underperformance.

Bonus payments made were either relatively low value long service awards, or one-off awards aimed at retaining key individuals through corporate activity.

In-Scope	Female	Male
Receivers	3,241	3,587
Percentage	83%	90%



2.80%

+1.86%

'Median' Pay Gap

Median Male Hourly Pay £12.50

Median Female Hourly Pay £12.15

14.20%

-7.81%

'Mean' Pay Gap

Mean Male Hourly Pay £15.82

Mean Female Hourly Pay £13.58

0.92%

-35.24%

'Median' Bonus Gap

Median Male Bonus £217

Median Female Bonus £215

49.72%

-18.61%

'Mean' Bonus Gap

Mean Male Bonus £1380

Mean Female Bonus £694

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 across the expanded Group. 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 for 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 increased from 0.94% to 2.80% and our mean pay gap has decreased from 22.01% to 14.20%. As with previous years, the primary reason behind this gap is a gender imbalance at senior levels within the business.

Our figures compare to a national median average gap of 14.3% and mean average gap of 13.2%. ONS estimate the equivalent averages for "Gambling and Betting Activities" to be 4.6% and 13.6% respectively.

We are pleased to see continued progress with the decrease in pay gap throughout this period of change and uncertainty.

We remain committed to building an inclusive workplace where people can grow and develop in an authentic, inclusive, and interpersonal workplace culture that offers great development opportunities.

HOW ARE WE DOING |

We are pleased to have launched our new Value Creation Plan, which includes the Winning Organisation Strategic Initiative, focused on building a company that we all want to work for by creating the right environment for our colleagues to perform at their full potential.

Our new values, Raise our Game, Win Together and Customers 1st are core to the Winning Organisation strategic initiative and the Culture and Values workstream within Winning Organisation focuses on ensuring that we celebrate our differences and have a culture where all colleagues, no matter their background and experiences, feel represented and respected.

We have identified 3 priority areas that the workstream will focus on:

1. Measurement and Accountability

Women currently make up 27% of the William Hill Organisation Ltd Senior Management population. We need to improve gender representation, particularly at senior levels and have recently agreed both gender and ethnicity representation targets for our senior management population. Leaders hold

clear accountability, ensuring actions align with diversity goals and foster an inclusive culture.

2. Employee Voice

We are enhancing opportunities and channels for open two-way communication which enable colleagues to advocate for their needs and allow individuals to share authentically, knowing that their voices will be heard and valued. This includes the development of our employee communities, including our women's community, EmpowHER.

3. Organisational Infrastructure

We need to build on our infrastructure to ensure that our actions aren't one off initiatives, but foundations for sustainable excellence. This includes reviewing our use of inclusive language, development and enhancement of our people policies, reviewing our recruitment and assessment practices and prioritizing employee wellbeing.

Making DE&I part of our organisational strategy, rather than just our People strategy, marks a clear step forward for us as an organisation and will be a continued focus throughout 2024 and beyond.

Empowering Women

As part of our activity to ensure employee voices are heard, we recently launched EmpowHER, our new women's community ERG. The community is run by colleagues, for colleagues and is designed to drive meaningful change across the organisation, whilst also creating connections and developing a sense of belonging. The community is sponsored by one of our senior leaders and will meet with members of the Executive Committee on a regular basis. The committee leading the EmpowHER community are also being supported by a series of training workshops designed to enable them to make the network a success.

Colleague Perception and Engagement

We remain almost the same as last year's report in colleague perception of our fairness with our recent engagement surveys showing an average score of 8.3/10 for the statement "I believe 888 William Hill treats all employees equally (regardless of age, race or ethnicity, gender, sex, disability, belief or sexual orientation)".

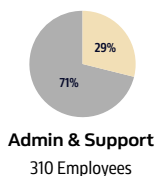
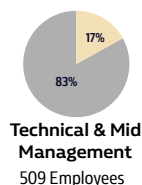
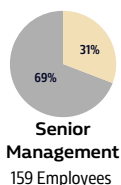
We anticipate challenges to engagement in 2024; people change as we deliver the new organisational design, continued external economic pressures on customers and colleagues, and ongoing regulatory challenges in our key markets. We aim to maintain our current engagement levels with plans in place to build on this strong foundation.

Reducing our Mean Gender Pay Gap

Our current mean pay gap of 14.2% has decreased slightly from the high point in our 2022 disclosure. This is due to the increase in the proportion of the Senior Management and Technical and Mid-Management population who are female. We continue to focus on initiatives to reduce the gap, in particular developing future female leaders.

GENDER BALANCE

All Employees



MEAN PAY GAP BY GRADE |

Field	Male Employees	Female Employees	Mean Gender Pay Gap
Senior Management	109	50	2.19%
Technical & Mid Management	420	89	-4.79%
Admin & Support	221	89	4.34%
Retail & Shop	2,909	3,425	1.52%