

Gender Pay Report 2022



At William Hill we continue to make significant progress on gender diversity since our first disclosure five years ago. We remain focussed on broadening the scope of our work in this area and in 2022 we continued to build on the foundations laid in 2021 as part of Belong, our diversity and inclusion identity and a key pillar of William Hill's People strategy.

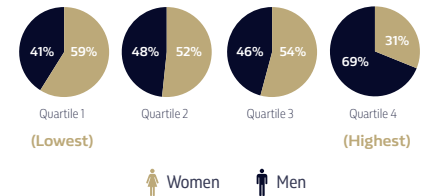
2022 has been a year of significant change for colleagues across the Group. With the acquisition of William Hill Plc by Caesars Entertainment completing on 22 April 2021, and the subsequent sale of the William Hill non-US business to 888 Holdings on 1 July 2022, the year has been divided into two distinct periods. The first saw both William Hill and 888 supporting colleagues in preparation for completion of the acquisition and the expected impact on teams. The second has been a period of change with the impact of the acquisition beginning to be felt across the Group as we work to bring the William Hill and 888 businesses together.

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 8.5/10 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.

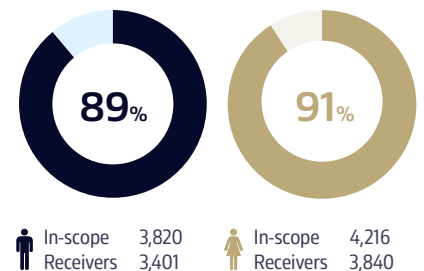
Pay quartiles

The pay quartiles reflect the gender imbalance at senior levels within the business. Quartiles 1, 2 and 3 all have a higher proportion of women to men.



Bonus receivers

The percentage of bonus receivers reflects the fact that 55% of our retail colleagues are women. Retail staff are more likely to have received a form of bonus payment over the relevant period. Those bonuses are of lower value than those paid to Senior Management which results in our bonus pay gap.



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 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 1.87% to 0.94% and our mean pay gap has decreased to 22.01% (from 22.52%). 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 14.9% and mean average gap of 13.9%. ONS estimate the equivalent averages for "Gambling and Betting Activities" to be 11.2% and 27.5% respectively.

We are pleased to see continued progress with the decrease in pay gap throughout this period of change and uncertainty. We are particularly pleased to see a further reduction in our median pay gap which stood at 5.71% in our first report. We remain committed to building an inclusive workplace where people can grow and develop in an authentic, diverse and interpersonal workplace culture that offers great development opportunities.

0.94% 'Median' pay gap	22.01% 'Mean' pay gap	36.16% 'Median' bonus gap	68.33% 'Mean' bonus gap
'Median' male hourly pay £10.10	'Mean' male hourly pay £15.20	'Median' male bonus £602	'Mean' male bonus £4,868
'Median' female hourly pay £10.00	'Mean' female hourly pay £11.85	'Median' female bonus £384	'Mean' female bonus £1,542

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?

Our first five disclosures featured our progress against a series of pledges, made in 2018 when we published the first of our Gender Pay Gap reports. As part of William Hill's introduction of Belong in 2020 we recognised the need to broaden our focus on diversity and inclusion so decided to not publish updated versions of these pledges, or to set targets based solely on our Gender Pay Gap.

In addition, the acquisition of William Hill by 888 and creation of an expanded group has created numerous opportunities for the future. We have only recently commenced work to shape the culture of the new organisation, drawing on the strengths of both William Hill and 888 to create a strong identity across the Group.

As part of this work we have identified that a key priority will be ensuring that we celebrate our differences and have a culture where all colleagues, no matter their background and experiences, feel represented and respected. Here we focus on inclusion and belonging with the natural consequence of diversifying our business across every level of the organisation.

The work to define our new People strategy and identity will be undertaken across 2023. However, we recognise that the Gender Pay Gap and the issues it is symptomatic of remain a key area of focus for us and we continue to focus on three key areas.

Women in Senior Management

Women currently make up 28% of the William Hill Organisation Ltd Senior Management population. This is slightly higher than the proportion reported in last year's disclosure but has not changed since January 2022.

In November we appointed the Group's new senior leadership team which is representative of both legacy organisations and all of our locations, and we are pleased that 36% of this population are women.

Colleague perception and engagement

We remain the same as last year's report in colleague perception of our fairness with our recent engagement surveys showing an average score of 8.5/10 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 many significant challenges to engagement in 2023 – large scale 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 at least maintain our current engagement levels with plans in place to build on this strong foundation.

We are also pleased that colleagues across the Group recognise the progress made to date on creating a more inclusive culture with recent engagement surveys showing an average score of 7.4/10 for the statement "I feel like I belong at 888 William Hill and I am valued and respected for who I am", an improvement from 7.0 prior to the 888 acquisition.

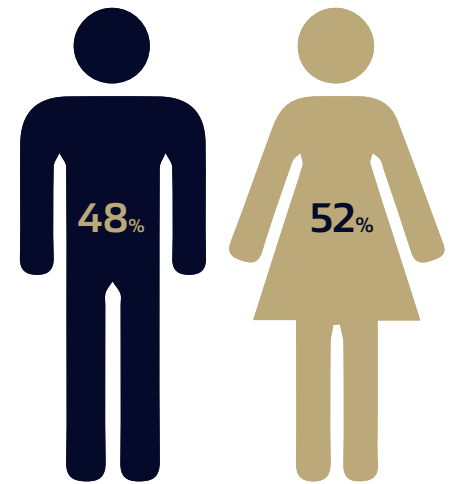
Reducing our Mean Gender Pay Gap

Our current mean pay gap of 22.01% 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 and the reduction in the Senior Management mean pay gap (2.10% to -0.93%). We continue to focus on initiatives to reduce the gap, in particular developing future female leaders.

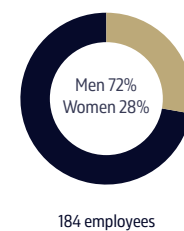
Gender balance

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.

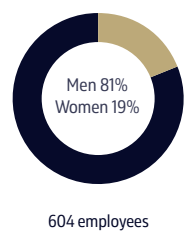
All employees



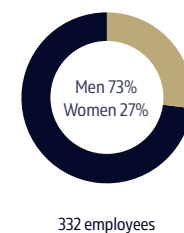
Senior Management



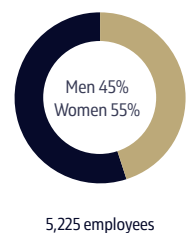
Technical



Admin & Support



Retail & Shop



Mean pay gap by grade

	Male Employees	Female Employees	Mean gender pay gap
Senior Management	133	51	-0.93%
Technical	490	114	-1.90%
Admin & Support	243	89	-7.22%
Retail & Shop	2,349	2,876	1.22%



[BE OPEN]



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[BE RESPECTED]



[BE INSPIRED]