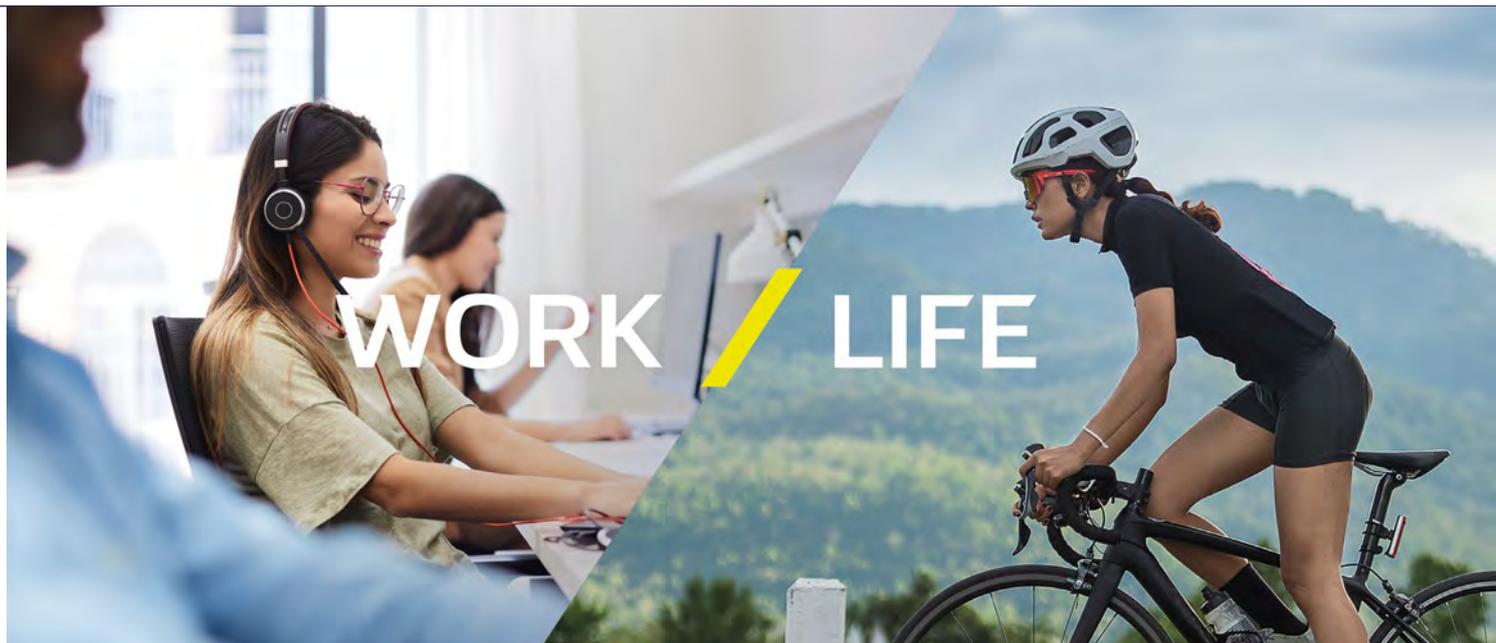


SUSTAINABILITY



2020 was an extraordinary year. The advent of the global Covid-19 pandemic had a profound impact on how we work across William Hill. Throughout 2020, we adapted quickly and were highly agile to ensure that we protected our business and kept our colleagues and customers safe. At the same time, we maintained our commitment to sustainability and our progress against the four priority areas of:

- protecting our customers and driving safer gambling improvements;
- building a strong culture of empowerment and improvement to engage colleagues;
- operating with integrity; and
- making a positive contribution to the community.

At the start of the year, prior to the onset of the pandemic, we went ahead with engagement events with colleagues, including our leadership event, in January 2020. This event brought our strategy to life and focused on areas of improvement, including safer gambling.

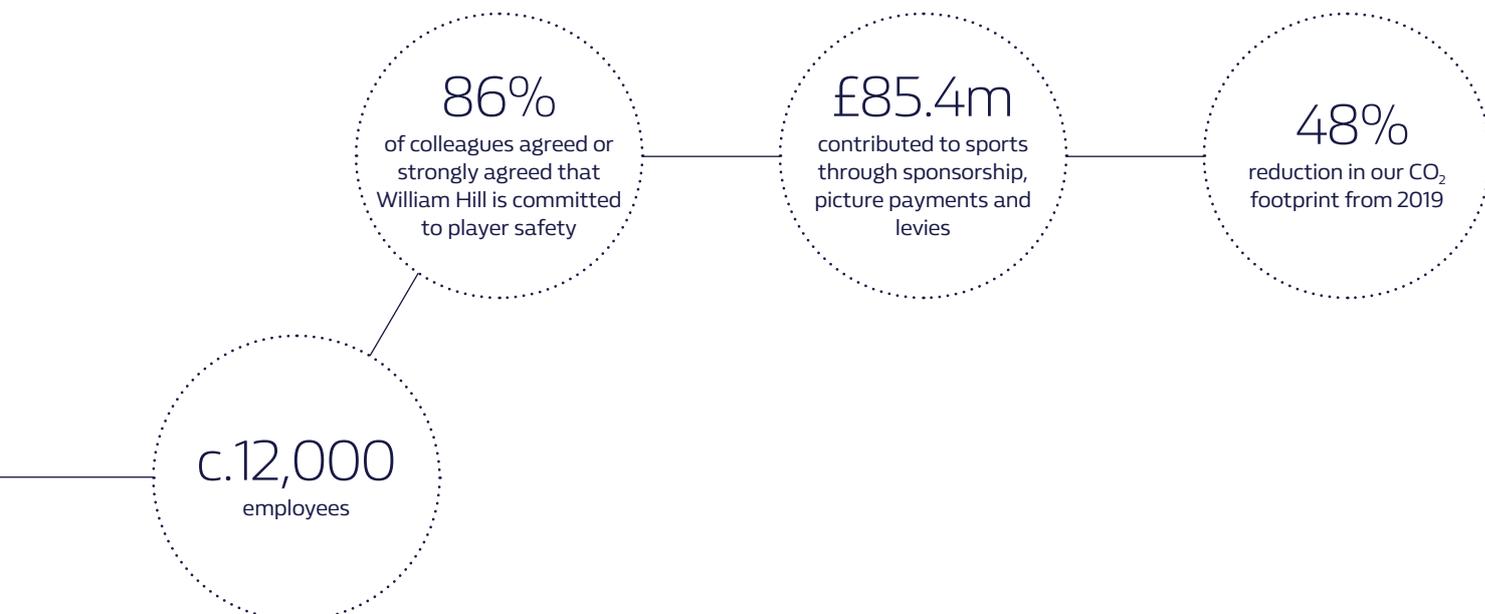
With the onset of the pandemic in the first quarter of 2020, our priority became ensuring we were doing everything possible to protect the business and ensure the safety of our customers and employees. At the end of March, our retail shops were required to close at short notice as part of the UK national lockdown and 7,644 colleagues, around 70% of the total workforce, were furloughed. All our offices were closed for a period of at least three months and office-based colleagues

worked remotely. We protected jobs and topped up wages to full pay for those employees on furlough, to ensure that salaries were paid at 100%.

In September 2020, Caesars Entertainment, Inc. (Caesars) made a cash offer for William Hill PLC, which the William Hill Board was minded to recommend to shareholders. The William Hill Board secured a number of significant protections and concessions for colleagues as part of the transaction, including the protection of existing terms and conditions until 2022 and the favourable treatment of all employee share plans.

The Group Executive team were highly sensitive to the uncertainty the transaction could lead to for colleagues and put in place a comprehensive communications programme. This included senior leadership team calls, people leader calls, and calls to our various colleague representative forums, across all territories, at key milestones throughout the transaction process. Enhanced communications will continue until the transaction completes in 2021, subject to all regulatory approvals being secured.

Following a phased re-opening of UK Retail with extensive measures to keep customers and colleagues safe, we saw footfall return towards pre-Covid-19 levels in the UK. In light of the good performance and our decisive actions to protect the business, we repaid the Coronavirus Job Retention Scheme (furlough) monies to the UK Government in October 2020, amounting to £24.5m.



Customer protection and safer gambling

Safer gambling is about ensuring we do all we can to help our customers to stay in control, identify people at risk, intervene effectively and empower our colleagues to take decisive action to support our customers.

We made significant changes and improvements throughout 2020 to how we operate to encourage safer gambling, with new tools and technology, safer gambling campaigns and improvements to codes of conduct, which are explained in more detail later in this report.

In March, with the exceptional circumstances of a UK national lockdown and a reduction in sporting activity, immediate action was taken to enhance customer protections and to work with our trade association, the Betting and Gaming Council, to develop a set of Covid-19 pledges to support customers betting online, who may be more vulnerable as a result of the crisis.

These changes and improvements have been combined with a strong focus on governance and culture, with a clear 'tone from the top' that reinforces our commitment to safer gambling throughout the organisation. It is pleasing to see that in our recent employee survey 86% of colleagues agreed or strongly agreed that William Hill is committed to player safety.

Empowering and engaging colleagues

At William Hill we have set out to build a strong culture of empowerment and create an integrated employee engagement and listening strategy, with the aim of involving our employees, harnessing their ideas and creativity, and listening and acting on their feedback. The significant developments throughout the year have required us to be even more innovative and agile in our approach to employee engagement, as well as providing reassurance and certainty during challenging times.

Despite the challenges, we were delighted to see that the Company's employee Net Promoter Score (eNPS) increased by 25 points and our engagement and empowerment scores both improved by six percentage points compared to the 2019 all-colleague survey, 'Your Say'. This represents a very significant improvement and achievement and is a reflection of the immense effort and time taken to engage, listen and act on the feedback of employees.

The extensive feedback we received also informed our refreshed People Strategy and resulted in the introduction of three new programmes: Balance, Belong and Build. These are described in detail on page 34.

Operating with integrity

We understand that strong governance and operating with integrity are the basis for a responsible business. As a regulated business, with gambling licences in 13 countries, operating with integrity is built into our culture and reinforced in how we operate. We aim to be transparent, particularly in how we address areas that are of specific focus for stakeholders. Our governance approach is outlined in more detail in the Governance section of this report.

Positive contribution to society

Our positive contribution to society can be evidenced in both financial and non-financial terms. In 2020, the Group paid £292m in corporate taxes and gambling duties¹, including £24m in payroll taxes, employing c.12,000 people and £10m in business rates, primarily to the UK high street.

We contributed £85.4m to sports through sponsorship, levies and picture payments. We are committed to continuing to reduce our CO₂ footprint, which is down 48% from 2019. We also continued with a range of programmes and charitable activities via the William Hill Foundation (see page 37).

As reported above, we also repaid the Coronavirus Job Retention Scheme monies, provided by the UK Government, as soon as it was possible to do so.

1. Taxes includes corporation tax, business rates, employer's National Insurance Contributions, stamp duty land tax, Value Added Tax and sales tax. Gambling duties comprises in the UK of Machine Games Duty, General Betting Duty and Remote Gaming Duty and outside the UK, similar type betting duties.

CUSTOMER PROTECTION AND SAFER GAMBLING

William Hill is committed to customer protection and safer gambling and was focused on raising standards throughout 2020. Whether by doing more to protect under-18s and other vulnerable people from exposure to gambling adverts, or identifying at-risk players through technology, we are continually driving up standards to ensure gambling remains as safe and enjoyable as possible.

William Hill was a founding member of the Betting and Gaming Council (BGC), which represents approximately 90% of the non-lottery gambling industry in the UK. William Hill worked proactively with other BGC members over the year to raise standards, notably through the Safer Gambling Commitments. Our participation in industry working groups has led to improved codes of conduct and a range of voluntary initiatives.

2020 was a year of considerable regulatory change in the UK, with a compulsory requirement for all online operators to make changes to how they operate, including: a ban on gambling with credit cards; a ban on reverse withdrawals; restrictions on bonus offers and requirements relating to reality checks (time checks for customers).

We welcome the Gambling Act Review launched by the UK Government in December 2020. We look forward to engaging with the Government throughout the review to ensure that any new regulations work alongside progress made by our industry and provide clarity and certainty for customers, operators and all those who work in the sector.

We believe it is important that the review is evidence-led, strikes the right balance between protecting the vulnerable and the continued enjoyment of the many tens of millions who happily place the occasional bet, as well as taking a critical look at the growing risks of the black market where there are no consumer protections. In the UK, a recent study by PwC² found that unregulated gambling sites were visited c.27m times in a year and the proportion of UK online gamblers that have used an unlicensed operator in the last 12 months has doubled in the last two years from 2.2% to 4.5%.

Customer protection and Covid-19

In March 2020, the exceptional circumstances of a UK national lockdown meant live sport was cancelled and concerns were expressed that customers would turn to online gaming products.

Although gambling overall fell during the first lockdown, due to an absence of sport and the closure of betting shops, we worked proactively with the BGC and other operators to establish a comprehensive set of pledges, set out below, to ensure that the highest customer safeguards were in place. Action was taken immediately to protect any customers betting online who might be more vulnerable as a result of the crisis.

This included actively promoting deposit limits, increasing safer gambling messaging (over 3.5m player safety messages were sent between April and June 2020), restricting and blocking accounts where necessary, and taking action to ensure responsible advertising.

Despite the easing of lockdown measures during the summer, William Hill continued to operate in line with the Covid-19 pledges and these were reaffirmed by the BGC in early November as England entered a second lockdown.

2. Source: PwC 2021: Review of unlicensed online gambling in the UK.



April's Grand National was cancelled at the start of lockdown but the virtual race, held on the same day and broadcast live on ITV, was watched by five million people. Stakes were capped at £10 and our profits and that of other operators (members of the BGC) were donated to NHS Charities Together. The 18/1 shot Potters Corner won the race, with BGC members raising £2.9m for NHS Charities Together as a result.

Covid-19 Betting and Gaming Council 10-Pledge Action Plan

10 pledges to enhance safer gambling action for consumer protection and responsible marketing in response to the crisis:

1. Increase safer gambling messages across all sites and direct to all customers with a minimum of 20% Safer Gambling (SG) advertising.
2. Step up interventions if customers increase time and spend beyond normal pre-crisis patterns.
3. Actively promote deposit limits.
4. Take action to ensure appropriate and responsible advertising.
5. Report all illegal, rogue advertising from black market online operators.
6. Implement a one-strike-and-you're-out policy where affiliates breach pledges.
7. Sign-post help to GamCare and the National Gambling Helpline and GAMSTOP for self-exclusion.
8. Commit to ensuring funding for research, prevention and treatment (RPT).
9. Provide additional welfare checks and well-being help for staff.
10. Support the UK Government's 'national effort' with volunteers and facilities.

Responsible marketing and advertising

In 2019, BGC members introduced a voluntary 'whistle-to-whistle' television advertising ban, and William Hill does not undertake football shirt sponsorship in the UK.

We wanted to build on this position to ensure our industry adhered to robust advertising and marketing standards, working to address concerns around sports sponsorship, television and online advertising.

Since May 2020, we have dedicated at least 20% of our TV coverage to our safer gambling messages, up-weighting significantly as part of the Covid-19 10-Pledge Action Plan.

We also moved from bespoke safer gambling campaigns, such as the Anthony Joshua 'Control is Everything' campaign in 2019, to consistent safer gambling messages throughout our sportsbook and gaming campaigns and marketing activity. An example of this was the launch of a new dedicated safer gambling TV campaign.

This approach of making safer gambling part of what we do, across all of our activities, was amplified through the rollout of the Industry Group for Responsible Gambling (IGRG) Code as of 1 October 2020.

Our commitments to the IGRG Code, include:

- our paid-for social media advertising is now directed at those aged 25+ (we are no longer targeting young people between 18 and 24 whose age we have not verified ourselves); and
- restricting all our organic YouTube content (content we have not paid to publish) to logged-in users aged 18+, meaning only adults, aged 18 or over, with a registered YouTube account, can view our material on the platform.

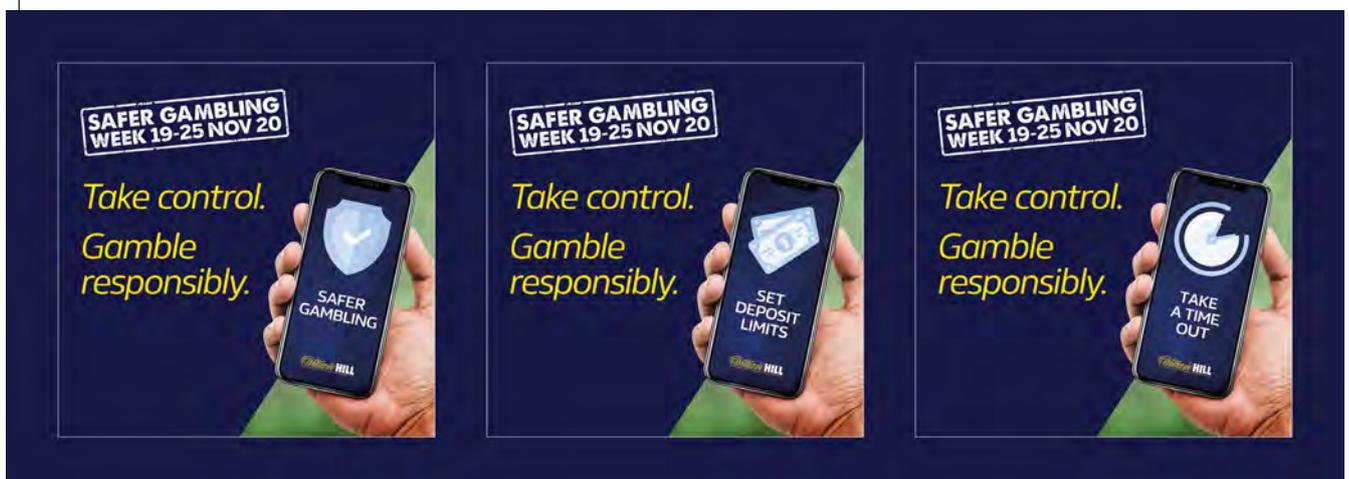
In terms of our organic content, 20% is now safer-gambling-related messaging, and each of our social media pages now contains a link to the BeGambleAware web page, informing our customers how to limit their exposure to gambling advertising across social media.

Our affiliate partners are also required to post safer-gambling-related content, and our paid-for advertising that appears on search engines and the advertising of our affiliate partners, contains '18+' and the safer gambling message 'Play Safe'.

We have also supplemented our own blacklist of search terms with the list supplied by the BGC, meaning that our advertising will not appear around certain terms that consumers search for online, including any references to children or other vulnerable groups.

We have seen safer gambling messages working well in driving positive behaviour change, and the use of safer gambling tools. We continue to use ambassadors, such as Anthony Joshua and others, to promote safer gambling messages and encourage the use of safer gambling tools.

In a recent survey run after Safer Gambling Week 2020, 91% of customers surveyed mentioned being aware of at least one safer gambling tool with William Hill.



BGC Safer Gambling Commitments

In November 2019, William Hill and the other leading UK gambling companies, together with the Betting and Gaming Council, announced a package of five Safer Gambling Commitments. These represent a comprehensive set of measures from a wide group of leaders across the sector to support the National Strategy to Reduce Gambling Harms overseen by the Gambling Commission.

Commitment	Key actions and commitments
 <p>COMMITMENT I:</p> <p>Preventing underage gambling and protecting young people</p> <p>We are determined to do everything in our power to prevent underage gambling and protect young people who gamble online.</p>	<ul style="list-style-type: none"> – Education: £10.5m for youth education programme with aim of educating every 11-19-year-old in England, Wales and Northern Ireland (in association with GamCare and the Young Gamers and Gamblers Education Trust (YGAM)). – Ad tech: Delivery of 6th edition of IGRG code, which included measures to better protect children from gambling advertising online through advertising technology (ad tech). – Protection of young people: High-Value Customer (HVC) Code of Conduct restricting under-25s, implemented and incorporated into Licence Conditions and Codes of Practice (LCCP).
 <p>COMMITMENT II:</p> <p>Increasing support for treatment of gambling harm</p> <p>We will support the vital process of increasing access to treatment for those that need it and have committed to work constructively with national stakeholders and experts as they undertake an essential and comprehensive needs assessment.</p>	<ul style="list-style-type: none"> – RPT (Research, Prevention and Treatment, previously called RET) funding: In 2019, William Hill together with the other major operators committed to increase funding for research, education and treatment from 0.1% of UK gross gambling yield (GGY) to 1% over four years. This takes our contribution from c.£1m in 2019 to c.£10m in 2023, with an estimated cumulative spend across the participating operators of c.£100m over the period, to achieve a fourfold increase in treatment provision.
 <p>COMMITMENT III:</p> <p>Strengthening and expanding codes of practice for advertising and marketing</p> <p>We want to ensure our industry adheres to robust advertising and marketing standards, addressing concern around sports sponsorship, and television and online advertising.</p>	<ul style="list-style-type: none"> – 6th edition of IGRG code, including updates: Areas addressed include ad tech, negative keyword lists, social media age-gating, search responsibilities for operators and consistency in rules for affiliates. – Review of effectiveness of 'whistle-to-whistle' ban on advertising: Commissioned independent research that showed the voluntary ban reduced the amount of TV gambling ads seen by 4-17-year-olds by 97%. (Overall, the volume of gambling television ads viewed by young people fell by 70% over the full duration of live sport programmes).
 <p>COMMITMENT IV:</p> <p>Protecting and empowering our customers</p> <p>We will empower our customers to gamble safely through innovative products and tools that enable them to stay in control. Through continuous innovation, we are determined to find solutions, create easy-to-use safer gambling tools, protect financially vulnerable customers and create more consistent approaches to risk management.</p>	<ul style="list-style-type: none"> – Game Design Code of Conduct: William Hill actively contributed to the development of the code and implemented the measures set out in Phase 1 in September 2020. – Data-sharing and single customer view: William Hill has actively contributed to ongoing work exploring how information can be shared to protect vulnerable people, while ensuring that rigorous privacy controls are in place. – Improve self-exclusion schemes: ongoing improvements to Multi Operator Self Exclusion Scheme (MOSES) and GAMSTOP.
 <p>COMMITMENT V:</p> <p>Creating a culture of safer gambling</p> <p>We want safer gambling to be the norm. We will examine our own conduct and values and consider what we can do to encourage safer gambling in our culture.</p>	<ul style="list-style-type: none"> – Ongoing focus on continuous improvement of training, policies and procedures and the associated awareness, understanding and support of our colleagues (93.3% of colleagues have completed the safer gambling e-learning module), which is refreshed annually as part of the compliance calendar. – 2020 was the last year of the 3-year 2018 LTIP with 20% based on sustainability measures, and prior to cancellation, the 2020 bonus plans was the second year where the 15% sustainability scorecard was utilised, having been introduced in 2019.

Key performance measures

Objective	Measures	2020	2019	2018	Comments
Encourage safer gambling by all customers	% of online UK customers using deposit limits	42%	32%	18%	Year-on-year comparison is not possible due to change in methodology. 2020 includes William Hill Gibraltar + Mr Green + Evoke.
Protect the vulnerable	Number of safer gambling interactions (William Hill UK)	Retail	Retail	Retail	William Hill took a proactive approach to customer interaction given the Covid-19 backdrop and our approach to continual improvement. This resulted in a very significant increase in total number of customer interactions online. It also led to an increase in retail, relative to the number of trading days (taking into account Covid-19 shop closures).
		24,644	33,789	41,837	
	Online	Online	Online		
		877,872	200,771	36,758	
	Number of self-exclusions (excl. via multi-operator schemes) (William Hill UK)	Retail	Retail	Retail	Number of customers self-excluding directly from William Hill Retail was impacted by Covid-19 shop closures. Rise in online self-exclusions driven by significant increase in safer gambling messages providing information to customers about the tools available.
		4,784	8,794	10,890	
		Online	Online	Online	
		102,596	85,803	38,913	

WILLIAM HILL INTERNATIONAL: CUSTOMER PROTECTION AND SAFER GAMBLING

William Hill International responded quickly to changes in international territories in light of the global pandemic. In particular, we introduced enhanced customer protection measures in many countries in which we operate.

For example, in Sweden, temporary Covid-19 customer protection measures were introduced on 2 July 2020 and were extended until the end of June 2021.

Meanwhile in Spain, the new Royal Decree introduced marketing, sponsorship and promotional changes to further protect customers.

From a marketing perspective, an aligned Code of Conduct was established in 2020 by the members of the European Gambling and Betting Association (EGBA) to enhance consumer and minor protection through the promotion of responsible advertising measures for online gambling. William Hill was one of five leading operators to support this initiative.

The Code reflects the industry's responsibility for ensuring that gambling is a safe and responsible entertainment pastime. We adhere to the Code in all EU and EEA countries and the UK. The Code covers all gambling marketing activities on all media platforms including television, radio, social networks and other online platforms.

Alongside collaborating to introduce this Code of Conduct and implementing regulatory changes, William Hill International continued to develop a programme of work to improve safer gambling measures and raise standards, including how we identify and interact with our customers. William Hill International is committed to being a leader in compliance. We aim to be as consistent as possible in compliance, with a strong safety net for all consumers, in every market we operate in, whilst recognising that every market is different from a regulatory perspective.

WILLIAM HILL US: RESPONSIBLE GAMING PROGRAMME

In the US, our approach to safer gambling focuses on the social impact of gambling by upholding the following three conventions:

- prevent problem gambling;
- prevent underage gambling; and
- ensure gambling is conducted in a fair and open way.

For customers, we achieved this by offering limit-setting and cool-off capabilities, making resources available in all sports books and online, and offering assistance with self-exclusion both in-house and in local jurisdictions.

For colleagues, we provided annual mandatory training for our ticket writers, customer service teams and corporate employees. We also proudly supported and participated in industry-wide safer gaming awareness events, such as Problem Gambling Awareness Month, sponsored by the National Council on Problem Gambling and Responsible Gaming Education Week sponsored by the American Gaming Association.

Area of focus	Key actions in 2020
Training	<ul style="list-style-type: none"> – Mandatory 'Interactive Accelerate' safer gambling training for all employees. – William Hill created and executed new training for its customer service employees, developed in partnership with problem gambling and suicide prevention professionals in Nevada and New Jersey.
Customer communications	<ul style="list-style-type: none"> – Customer communications were revised to raise awareness of safer gambling, our approach, and the tools and support available.
Support for people at risk or experiencing gambling-related harm	<ul style="list-style-type: none"> – Developed our own self-exclusion programme. – Developed a safer gambling fund, named the William Hill Fund for Responsible Gaming. The Fund will support US-based non-profit organisations only, which can submit impact-driven proposals that focus on one or more of the following: <ol style="list-style-type: none"> 1. Education and awareness programmes specific to the impact of gambling-related harm on individuals and families living in the communities where William Hill operates. 2. Enhancing research on the effects of sports betting among US consumers. 3. Providing education and awareness programmes aiming to prevent underage gambling in the US.



William Hill US colleagues stationed at a donation drop, for a National Day of Service event, gathering donations to be distributed to Three Square and Salvation Army locations across Las Vegas.

BUILDING A STRONG CULTURE OF EMPOWERMENT AND IMPROVEMENT

At William Hill we have set out to create an integrated employee engagement and listening strategy, which aims to involve our employees, harness their ideas and creativity, listen and act on their feedback.

Responding to the Covid-19 pandemic

The pandemic required us to be innovative in our approach to employee engagement and to implement changes in the way we communicated with colleagues and provided reassurance and clarity during challenging times.

As described above, the global pandemic has had a significant impact on our ways of working. The majority of our employees across all territories have successfully worked from home since March 2020. Some 7,644 colleagues, around 70% of the total workforce, were furloughed for 12 weeks during the first UK national lockdown. Throughout this time, we continued to pay salaries at 100%.

We took rapid action to increase our communications to provide reassurance to colleagues around job security, as well as introducing enhanced communications, with a particular focus on well-being and on encouraging innovative ways for teams to keep connected whilst working remotely.

We implemented a weekly mood report for the Executive Team using data from Peakon, our employee engagement tool, and ad-hoc feedback from Yammer, Slack and other internal social channels. This enabled us to see in real time how colleagues were feeling and thereby take rapid and targeted action.

We gathered feedback from 6,000 colleagues, representing over 50% of our total workforce, on the positives and negatives associated with remote working. An initiative called the 'Big Conversation' was launched with over 50 virtual engagement sessions, and almost 600 colleagues participating. Some 5,900 colleagues also completed a UK return-to-work survey.

This feedback allowed us to focus on any areas of possible concern and shaped our refreshed People Strategy to concentrate on the areas that matter the most to colleagues.

Well-being

The feedback indicated that the uncertainties created by the pandemic were having an impact on our colleagues' well-being. In response, in addition to the extensive resources we had already made available to colleagues following the launch of our well-being strategy in 2019, we focused on a new and comprehensive campaign.

We started by reminding colleagues of the resources already available such as the Unmind app and our employee assistance programme (EAP), as well as raising awareness around new initiatives such as our Lockdown Learning series and Virtual Working modules. As part of Lockdown Learning, the Executive Team delivered 414 hours of well-being sessions, to over 800 colleagues.

As a result, we saw a 22% rise in positive response to the question, "I know where/how to access tools at William Hill to help understand and improve my health and well-being if I want to", in our annual employee survey.

We have also been particularly aware of the impact the pandemic has had on our Retail colleagues who were furloughed. Ahead of the UK Retail shops reopening in June, we ran a series of 'Managing Anxiety' webinars. Aimed at People Leaders, and hosted by our EAP provider, we supported almost 400 colleagues on their return to work. This momentum continued through 2020 and in November we won the Corporate Wellbeing & Health award at the Industry Community Awards.

Key performance measures

Objective	Measures	2020	2019	2018	Comments
Key performance measures	Employee engagement – participation rate	90%	87%	88%	Participation rate has risen to 90%.
Invest in colleague development	Total number of training days	12,554	27,656	26,639	Decline reflects a shift to digital learning due to Covid-19.
	Value of training investment (£)	£1.1m	£1.7m	£2.1m	-38% year-on-year reduction due to 100% digital learning.
Encourage diversity	Colleagues believe all employees are treated fairly	81%	75%	75%	Further 12% are neutral meaning 7% of colleagues disagree. Remain on track to hit target of 90%+.

SUSTAINABILITY REPORT CONTINUED

Our refreshed People Strategy

As restrictions began to ease in summer 2020, we were determined to act on the positive feedback we had received from colleagues about remote working. We were aware that many colleagues welcomed the opportunity to work from home and wanted to create a lasting and positive culture change retaining the best of what colleagues had valued from the crisis.

In June 2020, we initiated the 'Big Conversation' to explore the feedback we had received, via a series of workshops across all areas, with 50 virtual engagement sessions taking place across the business.

The feedback informed our refreshed People Strategy and resulted in the introduction of three key programmes: Balance, Belong and Build.

Balance

Our refreshed People Strategy aims to create a two-way, high-trust culture, tied to our values, that empowers colleagues to work flexibly, in a way that suits them.

This led to the creation of Balance, which will give colleagues the opportunity to select the right balance for them on how they split their time between the office and home working. For our shop-based colleagues, we will provide flexibility around shift patterns and hours worked, to allow them to achieve the right work-life balance for their personal circumstances.

In preparation for the full launch of Balance in 2021, we introduced mandatory training for all leaders to ensure they are equipped to operationalise and support the new ways of working.

Belong

We believe an inclusive and diverse culture is a critical part of William Hill's success. Belong is about how we celebrate our differences every day and will be implemented in 2021.

|| *I'M IMMENSELY PROUD THAT THE FINANCIAL TIMES DIVERSITY LEADERS RANKING SHOWED THAT IN 2020 WILLIAM HILL HAS BEEN BLAZING A TRAIL IN OUR INDUSTRY ON DIVERSITY & INCLUSION. BUT WE KNOW THERE IS MORE TO DO TO ENSURE WE CHAMPION AND CELEBRATE OUR DIFFERENCES EVERY DAY AT WILLIAM HILL."*

Satty Bhens

Chief Product and Technology Officer

At William Hill we had already made great progress on gender diversity since 2017. For example, we have achieved one of our initial targets of reaching 30% of women in our senior leadership population. In our 2019 'Your Say' survey, 75% of colleagues said they agreed or strongly agreed that William Hill treats all employees fairly, irrespective of gender, age, race, disability, religion or sexual orientation. We were pleased that in the 2020 survey this figure had risen to 81%.

In 2020, we continued our Company's support for Pride, building on the support in 2019. However, the events around the world in 2020, particularly the Black Lives Matter movement, demonstrated that we could and should do more to drive diversity and inclusion at William Hill. We wanted to focus on the idea of inclusion, creating an environment where colleagues feel represented and respected for who they are across all levels of the business.

Our mission was to achieve a cultural shift to ensure that William Hill truly embodies the Company's 'On the same side' value.



3. 81% of employees, through our employee survey, say William Hill treats all employees fairly, irrespective of gender, age, race, disability, religion or sexual orientation.

4. Company employee Net Promoter Score.

OUR VALUES: HOW WE 'GO ONE BETTER'



Eyes on the customer

- They matter most
- Do the right thing



Give a damn

- Show you care
- Call things out
- Be your best self



Own it

- Step up
- Grab it
- See it through



On the same side

- One business
- One vision
- No silos



'It'll do' will never do

- Be bold
- Never settle
- Keep improving

In order to achieve our mission and shift the culture of the organisation, we recognised the need to have structure and strong leadership in place. In June 2020, Satty Bhens became the executive sponsor for diversity and inclusion (D&I) at William Hill. We also created an advisory group, to represent our colleagues from across the business, made up of volunteers who were passionate about D&I, called the 'Same Side Forum'.

We focused on gathering the data needed to measure where we are and understand where we want to be. We embarked on the first ever William Hill Census, a confidential and anonymous survey collecting an unprecedented amount of demographic information – from identity to cultural and socio-economic background.

We then needed to start a meaningful conversation about D&I and ensure that all colleagues feel they are part of this process.

We were also pleased to make significant progress in the *Financial Times* Diversity Leaders Survey in the year, rising from 282 position in 2019, to 150 out of 850 in 2020. We were the first of only two betting and gaming companies to make the list.

Build

The third pillar of our refreshed People Strategy is Build. Our ambition is that by 2023 we will be known in our sector as the company that gives colleagues the opportunity to thrive both personally and professionally. We are determined to ensure colleagues can progress in their careers and are given the opportunity for personal growth. This could be in terms of well-being and balance, as described above, but also in terms of opportunities to give back through volunteering and community programmes.

In 2021 we will start with a focus on career growth and will provide leadership and specialist skills development and career path frameworks. As part of this we have launched an 'Internals First' initiative to identify talent and develop our own people to fill key roles in our business.

|| I'M INSPIRED BY THE WAY THE WILLIAM HILL FAMILY HAS WORKED TOGETHER TO SUPPORT OUR CUSTOMERS AND EACH OTHER DURING THIS CHALLENGING YEAR. WE HAVE MADE GREAT PROGRESS ON DEVELOPING A CULTURE OF EMPOWERMENT AND ENGAGEMENT AND WE ARE DETERMINED TO BUILD ON THIS FOR THE FUTURE."

Karen Myers
Chief HR Officer

Offer for William Hill

As described in more detail elsewhere in the report, in September 2020 Caesars made a cash offer for William Hill PLC, which the Board was minded to recommend. The deal was approved by a shareholder vote on 19 November 2020 and is expected to complete early in the second quarter of 2021, subject to the necessary regulatory approvals being obtained.

The William Hill Board secured a number of significant protections and concessions for colleagues as part of the deal including the protection of existing terms and conditions until 2022 and the favourable treatment of all employee share plans.

The Executive Team are sensitive to the uncertainty this could lead to for colleagues and put in place a comprehensive communications programme including senior leadership team calls, People Leader calls, and calls to our Standard Bearers and National Colleague Forum, at key milestones throughout the deal process. We also enhanced the frequency of updates from the CEO. Additionally, 2,696 (81%) of office-based colleagues attended local briefings via videoconferencing on the day of the announcement.

Our 'Your Say' survey showed that the majority of colleagues felt well informed about the transaction. Feedback showed that colleagues were appreciative of the open and honest communication.

OPERATING WITH INTEGRITY

As a Company operating in a regulated industry, many aspects of our operations are defined by our regulators. We are licensed in 13 countries worldwide. Compliance with these regulations is a core part of our day-to-day activities and is continually reviewed and monitored.

Treating customers fairly and openly

We want customers to feel they are treated fairly and openly, and we endeavour to resolve all betting disputes in a clear and equitable manner.

In the UK, when a customer disagrees with our decision, they can refer disputes to free, independent, Alternative Dispute Resolution (ADR); for more information see the Key performance measures below.

Socially responsible marketing

William Hill was part of the BGC's Advertising and Technology working group that developed, and in August 2020 launched, the 6th Industry Code for Socially Responsible Advertising, that came into force in October 2020 (see page 29).

Keeping crime out of gambling (prevention and anti-money-laundering (AML) regulation)

During 2020, we recruited additional core AML roles, ensuring that key policies, processes and due diligence are effectively maintained across the Group. The content of our established retail anti-social behaviour (ASB) workshops was also updated, to reflect challenges faced by particular shops and/or areas: for example, gang-related crime or drug dealing.

Investment in and implementation of Accuity

During 2020, we worked with Accuity to deliver a 24/7 customer screening tool that ensures customers are continually screened against sanctions and Politically Exposed Persons (PEP) watchlists, and adverse media lists.

Sports betting integrity

As a Board member of the International Betting Integrity Association and a member of the GB Gambling Commission's Sports Betting Integrity Forum, William Hill continues to be fully and actively engaged in sports betting integrity matters, including supporting a number of investigations conducted by sports' governing bodies.

Human rights

The Board considers that it is not necessary for the Group to operate a specific human rights policy at present. Our policies already operate within a framework to comply with relevant laws, to behave in an ethical manner and to respect the human rights of our employees and other stakeholders in the business. Most of the Group's business is conducted in the UK and in jurisdictions where human rights are generally observed.

The Corporate Responsibility Committee, on behalf of the Board, is satisfied that William Hill's policies operate in a way that is consistent with the UN's Global Compact, covering areas of human rights, labour, the environment and anti-corruption. The Group's statement on the Modern Slavery Act 2015 was reviewed and updated in February 2020.

Key performance measures

Objective	Measures	2020	2019	2018	Comments
Treating customers fairly and openly	Disputes referred to IBAS	208	271	331	Customers can refer disputes to IBAS for William Hill, and eCOGRA for Mr Green/Evoke. (2020 figures include both, so are not comparable to 2019.)
	IBAS disputes found in the customer's favour	3.4%	2.2%	2.4%	IBAS adjudicated against William Hill in relation to three issues, one of which involved disputes with five customers.
Creating a safe environment	RIDDOR reportable accidents – customers	2	4	0	RIDDOR reports remain low and are generally minor due to slips, trips and falls.
	RIDDOR reportable accidents – colleagues	1	1	2	Sadly, one reported RIDDOR fatality in 2020.
Keeping crime out of gambling	Incidents of violence in the workplace	9,596	16,515	18,759	2020 saw a considerable reduction in the number of incidents due to shop closures.
	Number of robberies	17	49	87	2020 incident numbers are at an all-time low with a 65% reduction on 2019.
	Number of burglaries	33	53	51	Burglary incidents are down 38% on 2019.
	Number of cash-in-transit incidents	0	7	8	Due to consistently low numbers, this metric will be reported as a sub-category of Robbery from 2021 onwards.

HOW WE MAKE POSITIVE CONTRIBUTIONS TO SOCIETY

It is the people who work at William Hill who drive our positive contributions to society and community engagement, and most of them work on shop floors in small towns and shopping parades across the UK. Of these employees 56% are women, nearly 2,000 are over 50 and another 2,000 have more than ten years' service.

Our colleagues are often involved in their local communities, and when the pandemic hit we were overwhelmed with stories of how our people had gone 'above and beyond' for others in their community. We celebrated our colleagues' efforts through our 'Lockdown Heroes' awards: see the photo below.

All of our community programmes are powered by the enthusiasm and support of colleagues. Everyone at William Hill understands that community involvement is one of the best reflections of our values as a business.

Economic contribution

William Hill paid a total of £292m in taxes and duties in 2020. In addition the Group collects taxes on behalf of governments making the total tax contribution in 2020 c.£356m. We also repaid the Coronavirus Job Retention Scheme monies to the UK Government, amounting to £24.5m in 2020.

The gambling industry as a whole paid around £3bn in tax to the UK Exchequer, for both 2018/19 and 2019/20.⁵ The economic contribution of the industry (Gross Value Added) is estimated at £8.7bn in terms of support for the economy.⁶ The industry employs around 100,000 people in the UK.⁷

Community contribution

The William Hill Foundation was established in 2011 with the aim of administering a hardship fund for colleagues and overseeing our charitable partnerships.

In 2019, the aims of the Foundation were reviewed and expanded to include a particular focus on mental well-being, in response to recognition that this major issue touches many people, with one in four of us experiencing mental health challenges at some point in our lives.

During 2020, the Foundation worked across three areas: supporting mental health and well-being, the needs of colleagues, and employability, in order to ensure that the Foundation is truly providing support to those that need it the most. Some key initiatives are described below.

Scottish Football Association 'Support Within Sport' initiative

The William Hill Foundation continued its work with the Scottish Football Association to increase mental health provision and education within Scottish sport.

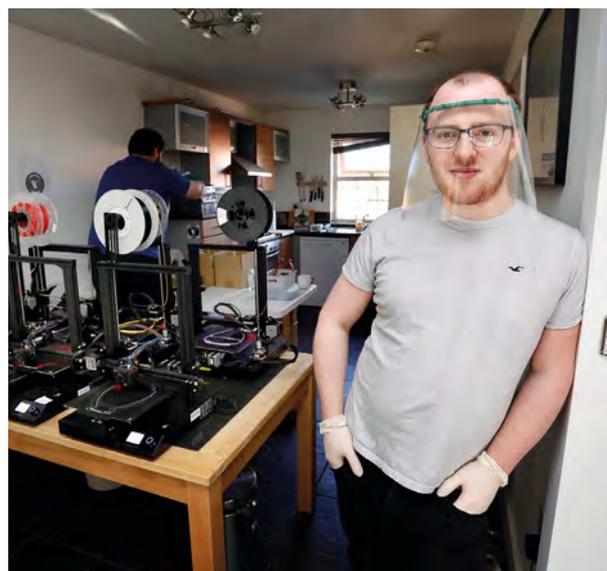
Through our Support Within Sport partnership, a clinical support service is available to all 42 male Scottish Premiership Football League clubs, as well as the 16 Scottish Women's Premier League teams, coaches and referees. Current services provided include an initial assessment by an experienced sports medicine doctor and counselling for individuals who are presenting with mental-health-related issues.

Since the programme's launch in 2016, over 200 players and coaches have made contact and received help through the service. The initiative has allowed for creation of a bespoke e-learning course in mental health launched in May 2020 and completed by more than 3,500 coaches. This online course aims to give coaches the tools to spot and recognise signs of mental health problems, develop skills in listening and sign-post people to help if required.

OUR COVID-19 'LOCKDOWN HEROES'

Throughout the pandemic, from all countries we operate in, we heard inspiring stories of colleagues helping others. We celebrated their efforts in an internal recognition programme called 'Lockdown Heroes', highlighting these inspiring stories of helping others at work, in the community or in the emergency services.

One winner was Nick Pearson, Cloud Engineer, who set up a PPE equipment production line in his home in Yorkshire, with the use of his own 3D printers. He scaled production during the first lockdown with a total of 22 3D printers making 3,000 protective visors a week, which he was supplying free to the NHS. The William Hill Foundation made a donation for eight printers, 150 kilos of PLA plastic and 10,000 sheets of PVC to help make the visors. Nick was recognised as a Lockdown Hero for demonstrating the William Hill values of 'Own it' and 'Give a damn'.



5. Source: UK Betting and Gaming Statistics.

6. Source: DCMS Economic Estimates 2018 (provisional).

7. Source: Gambling Commission Industry Statistics to September 2019.

SUSTAINABILITY REPORT CONTINUED

Switch the Play

Last year, we helped Switch the Play Foundation, the UK's only charity dedicated to supporting all sportspeople to successfully transition into life outside of sport. We made a donation towards their new Mental Health Support service for sportspeople; a crucial service which aligns to their mission to empower sportspeople to be their best through and beyond sport, by providing person-centred training, well-being and transition support.

Alzheimer's Society

The William Hill Foundation's three-year partnership with the Alzheimer's Society continued in 2020, focused on increased awareness and understanding of dementia.

Despite the challenges posed by the Covid-19 pandemic, William Hill colleagues supported the Alzheimer's Society through a number of virtual fundraising activities. These included 'Step-Up For Dementia', a fitness challenge, as well as dress-up days themed around World Alzheimer's Day and Halloween. The Foundation also sponsored and participated in the Alzheimer's Society's 'Great Big Quiz' fundraiser in June 2020, which raised over £22,000 for their Emergency Appeal. 2020 also saw the launch of a Dementia Friends e-learning module available to all William Hill colleagues, providing guidance and information to help support people living with dementia.

Raising Futures

As part of the legacy from our five-year Project Africa commitment, the William Hill Foundation supports Raising Futures, a Kenyan charity developing skills and opportunities for young people, to help them become financially independent.

This year's grant has helped provide the charity's Seed of Hope vocational training centres with essential sanitation and health and safety training, to ensure the centres are safe to open this year and better able to manage the impact of Covid-19.

William Hill USA Charitable Foundation

The William Hill USA Charitable Foundation (USA Foundation) was established to provide financial assistance to William Hill US employees who find themselves adversely impacted by major events defined as a 'qualified disaster', resulting in hardship for the employee. The Covid-19 pandemic was deemed to be such an event.

Grants are made based on the urgency of the need and available funding, and after other funding resources or options have been exhausted. Due to the generosity of William Hill employees around the world and outside friends of William Hill, the Company raised \$250,000 to support the USA Foundation. In 2020, the USA Foundation paid out \$117,000 to furloughed employees in need.

Community: William Hill International

Our International hub is based in Malta and in 2020 we wanted to find the best way to support the local community. With strict restrictions implemented by the Maltese Government on travelling and the entertainment sector, the Maltese community has been particularly impacted by the huge reduction in tourism. William Hill International has supported Foodbank Lifeline Malta, a local NGO supporting local communities in need.

William Hill International also reallocated the annual budget for social colleague events in support of Foodbank Lifeline Malta. In the UK, we donated the money we would have spent on social events to local food banks in each of our locations, recognising the difficulties many people would be facing throughout a challenging year.

Environmental commitments

William Hill has committed to become a carbon-neutral business, recognising the importance and urgency of addressing climate change.

In comparison with many other sectors, our energy impact is relatively low. In 2019, 95% of our carbon footprint related to the electricity we consumed in our betting shops and offices. As a result, in October 2020 we switched to 100% Renewable Energy Guarantees of Origin (REGO) electricity in the UK, to significantly reduce our carbon footprint.

This switch means we can report zero emissions for electricity under the Greenhouse Gas (GHG) Protocol Corporate Standards, Scope 2, as the electricity can be matched to REGO certificates, which guarantee that the electricity we provide will only come from solar, wind or hydro sources. We will save almost 61,500 tonnes of CO₂ across our three-year contract, which is the equivalent of taking 38,000 cars off the UK's roads.

This is one initiative of many that is enabling William Hill to become greener and significantly less carbon-intensive. Further initiatives, including a full Retail rollout of smart metering across all our shops, are planned in 2021 that will drive further CO₂ reductions going forward.

|| *THANK YOU FOR TAKING THE DECISION TO GIVE BACK LOCALLY. WITH RESPECT TO THIS, I FEEL IT AN HONOUR TO BE PART OF THIS COMPANY."*

Lisa Martin

Marketing Promotions Manager,
William Hill International

In February 2020, the Board approved an updated Environmental Policy and five-year strategy. This includes the targets outlined in the table below.

Focus	On/Off Track	Five-year target (by 2024)	Commentary
Waste to landfill	●	To achieve 30% improvement 56% from 2019	Improvement of 56% from 2019 is above target (but needs to be considered in the context of shop closures in 2020). Target should remain at 30% as tonnage expected to normalise in 2021.
Landfill diversion	●	To achieve 95% landfill diversion Tracking at 83%	Current landfill diversion is tracking at 83%, and we are on track to meet five-year target of 95%.
Fleet target to be electric/plug-in hybrid/ electric vehicle	●	30% of fleet to be electric/ plug-in hybrid	Currently 13% metric of PHEV in 2020, on track for five-year target.
Water	●	Water consumption to be baselined to assess water- saving initiatives	Water consumption baselined at 270,000m ³ on 1,414-shop estate. New water supplier and utility consultancy appointed.
Energy	●	To be a carbon-neutral business Following the reduction of our CO ₂ emissions through LED lighting in 2018 and a 30% drop in shop estate in 2019, we will re-baseline and assess targets for further consumption reduction in 2021 onwards. Implementation and rollout of smart metering is required to enable this.	Switching to renewable energy in UK from October 2020 will have a significant impact in 2021. Smart metering rollout commenced in November 2020, with full rollout to be completed in 2021. Thereafter a full monitoring and targeting programme to be adopted to minimise our CO ₂ emissions.
Video conferencing	●	Video conferencing technology adoption – increase of 400% (from 2018)	Adoption in 2020 achieved 442%, hitting the five-year target early. The impact of Covid-19 has led this shift in behaviour.

● On track ● Off track

Key performance measures

Objective	Measures	2020	2019	2018	Comments
Our economic contribution	Taxes and gambling duties	£292m	£397m	£414m	In addition, the Group collects taxes on behalf of governments, making the total tax contribution in 2020 c.£356m.
Supporting sport	Levies, sponsorship and picture payments	£85m	£137m	£126m	Decrease due to shop closures and sports cancelled in 2020.
Reducing our environmental impact	Annual global energy use in kW/h	45,008,806	83,134,419	102,190,352	In 2020, 87% of our carbon emissions related to energy consumption in the UK. The methodology used to collate and calculate these figures is the GHG Reporting Protocol - Corporate Standard, and all SECR obligations have been complied with.
	Tonnes of CO ₂ equivalent (tCO ₂ e)	12,499 (Scope 1 = 1,262; Scope 2 = 11,237)	23,973	31,853	
	tCO ₂ e per £1m of net revenue	9.44	15.16	19.68	
Supporting colleagues	William Hill Foundation grants	£36,723	£48,203	£24,646	15 grants awarded by the hardship fund in 2020.



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