



GENDER PAY GAP REPORT

UK 2018



Mor Weizer

Chief Executive Officer

Playtech strongly believes that diversity is critical for the long-term growth and sustainable success of the Group and more broadly, within the technology, gambling and financial trading industries. This year's review of our gender pay gap in the UK highlights that we have made some incremental improvements since last year. However, the results and pace of progress to date make it clear we must endeavour to do much more to attract, retain, promote and empower a truly inclusive workforce.

Since last year, we have seen some improvements and a slight reduction in the mean and median pay gap figures. The gender pay gap in the UK shows that we continue to have an imbalance in pay across different segments of our workforce. Two key factors drive this gap – the first of these being the lack of women in senior roles in the UK business. Secondly, as in 2017, most of the UK female workforce held chat moderator roles. These positions are, by their nature, lower salaried, shift-based positions.

In 2018, we began to drive the recruitment and remuneration processes in the UK. This work continues and will help inform improvements for 2019. In addition, in 2018, we initiated a job evaluation and salary analysis to review job categories and differences in salary range across the UK business, as well as any gender bias. The UK business has been built through acquisition, and this process is designed to calibrate job categories and mitigate any differences resulting from bringing together different businesses.

Playtech has continued to take action on our diversity and inclusion priorities. Whilst there is more to do, we continue to make progress and are moving in the right direction, and we look forward to continuing to engage with our industry peers to build a more inclusive and equitable workforce for the future.

2018 HIGHLIGHTS INCLUDE:

Improve the gender balance at Board and senior management level

- Appointed Susan Ball as a new non-executive director of Playtech plc, thereby increasing female representation on the Playtech Board;
- Appointed Claire Milne and Susan Ball to Board leadership roles, with Milne appointed as Chair of the Risk Committee and Ball chairing the Audit Committee; and
- Established a UK Leadership Committee, which will be led by Lucy Owen, Head of Account Management and Commercial Director. Her role will be to coordinate several UK wide initiatives designed to support the workforce, including the promotion of diversity and inclusion.

Invest in and retain the next generation of leaders and talent by increasing access to networking, mentoring and training initiatives

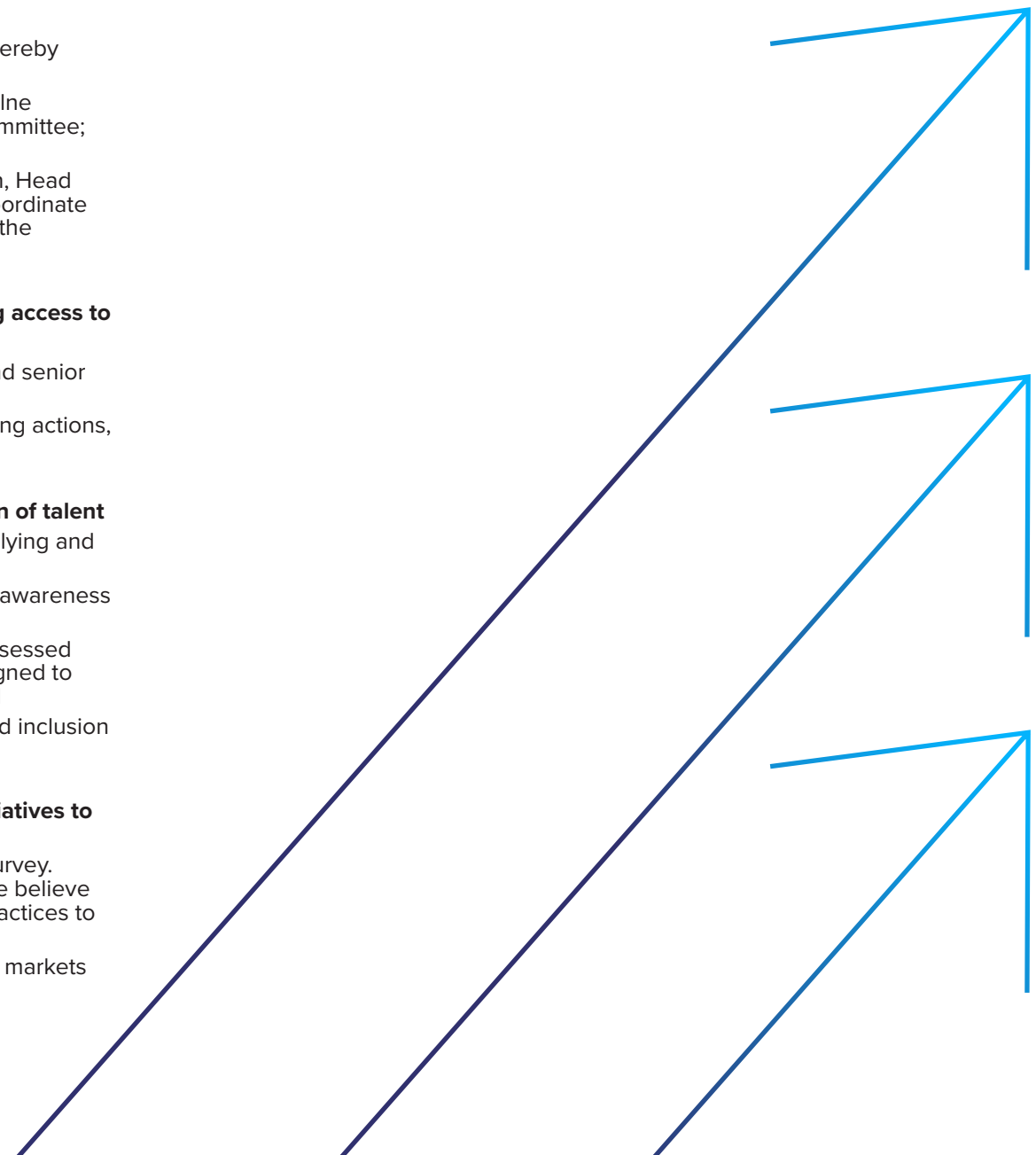
- Initiated development of unconscious bias training programme for HR and senior management, which will be fully deployed in 2019; and
- Initiated a review of apprenticeships and mentoring schemes with resulting actions, to be piloted in 2019.

Futureproof our workplace policies and training to support the progression of talent

- Reviewed and refreshed the Ethics code, performance improvement, bullying and harassment policies to ensure that diversity and inclusion is supported;
- Updated maternity and parental leave policies and guidance to improve awareness and adoption by UK employees;
- Updated recruitment processes to ensure that all job descriptions are assessed to mitigate gender bias, utilising a number of gender decoder tools designed to identify words and/or phrases that could have a hidden gender bias; and
- Initiated an exit interview analysis to assess the relevance of diversity and inclusion as a factor for leavers.

Expand investment in and support for cross-industry partnerships and initiatives to build a more inclusive sector(s)

- Participated in the All-In Diversity Initiative's first annual benchmarking survey. All-In is the first diversity benchmarking index for the gambling sector. We believe that this is a great step towards increasing information, tools and best practices to strengthen diversity in the industry ;and
- Continued to support industry, cross sector initiatives globally and in key markets such as Estonia, Gibraltar and Sweden.



2019 OBJECTIVES

In 2019, Playtech will continue the development and rollout of a consistent Diversity & Inclusion framework, with accompanying performance metrics to be adopted at country level. We will also pursue further action to support our priority areas. In the UK, Playtech will focus its efforts on the following areas:

Improve the gender balance at Board and senior management level

- Review recruitment, promotions and succession planning processes for middle and senior management, making inclusion a key criterion.

Futureproof our workplace policies and training to support the progression of talent

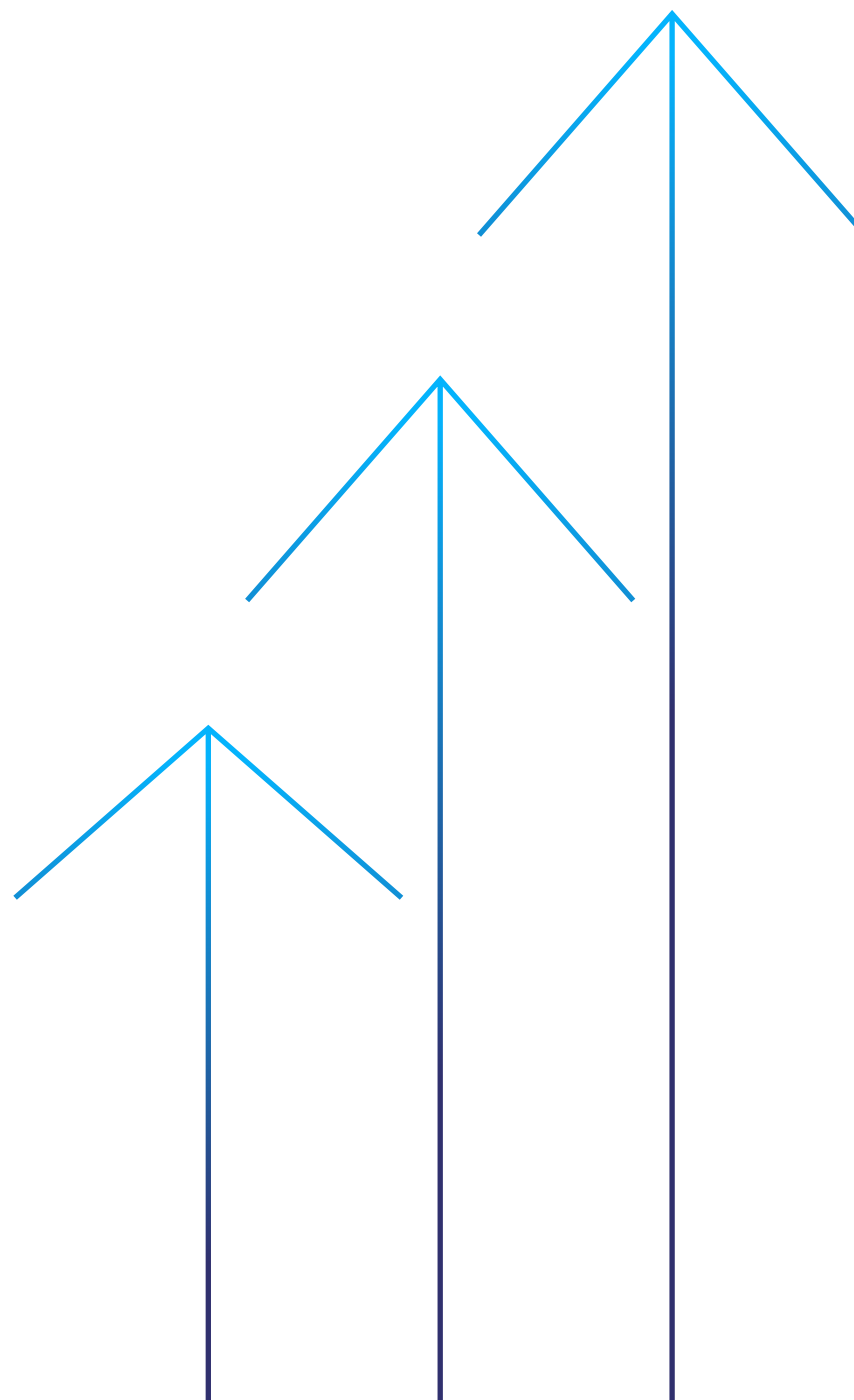
- Review opportunities for family-friendly and flexible working schemes to help staff balance family, carer and other work commitments;
- Design and implement refreshed salary and bonus process and guidance for senior leaders to mitigate potential gender bias; and
- Share and adopt best practices across the Playtech Group.

Invest in and retain the next generation of leaders and talent by increasing access to networking, mentoring and training initiatives

- Deliver training programmes for senior managers to support the refreshed salary, bonus, succession and promotions processes with an inclusion lens;
- Implement an unconscious bias programme; and
- Expand access and promotion of mentoring and networking opportunities.

Expand investment in and support for cross-industry partnerships and initiatives to build a more inclusive sector(s)

- Continue to participate in and support initiatives to promote gender diversity and inclusion in the UK and globally.



OUR RESULTS: ALL UK EMPLOYEES 2018

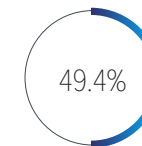
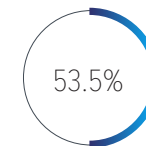
In the UK, as part of the snapshot for this report, 43.5% of the workforce were female. However, as in 2017, the majority of the female workforce were chat moderators whose roles are, by their nature, lower salaried, shift-based positions. In analysing the mean and median pay gap figures, the gender pay gap has decreased slightly. However, there are still fewer women in senior leadership roles. Comparing the 2017 and 2018 numbers, the proportion of males and females in each quartile pay band has remained relatively stable – with a minor increase in % of females in Q4 compared to last year.

For all UK employees, the year on year increase in the proportion of males receiving a bonus was due to several exceptional factors including the integration of previously acquired subsidiaries into the Group’s remuneration scheme, employees who became eligible for the group remuneration scheme and a number of one-time retention bonuses associated with historical acquisition activity. The inclusion of chat moderators is also a factor in the differences illustrated in the data as per the table titled: All UK Employees – excluding chat moderators 2018.

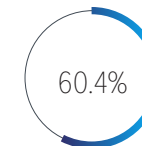
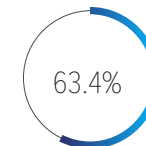
2017 - employees = 836

2018 - employees = 816

Mean gender pay gap



Median gender pay gap



Proportion of males and females in each quartile pay band

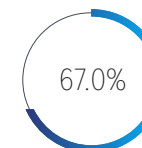
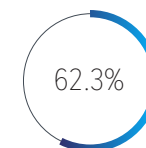
	Q1	Q2	Q3	Q4
Males	17%	45%	81%	88%
Females	83%	55%	19%	12%

	Q1	Q2	Q3	Q4
Males	18%	45%	80%	83%
Females	82%	55%	20%	17%

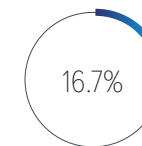
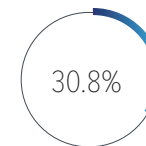
Increasing pay →

Increasing pay →

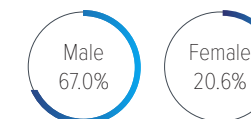
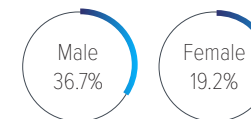
Mean Bonus gender pay gap



Median Bonus gender pay gap



Proportion of males and females receiving a bonus



ALL UK EMPLOYEES - EXCLUDING CHAT MODERATORS 2018

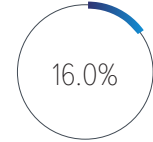
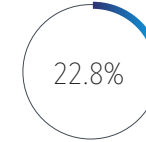
To give context to any other factors that may contribute to our overall gender pay gap, we have also separately examined our gender pay data for office-based employees who typically work regular business hours.

Since 2017, the mean and median gender pay gap has decreased whilst the mean bonus pay gap has increased.

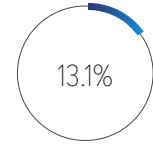
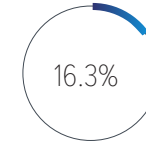
2017 - employees = 548

2018 - employees = 533

Mean gender pay gap



Median gender pay gap



Proportion of males and females in each quartile pay band

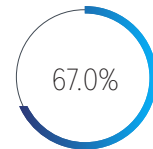
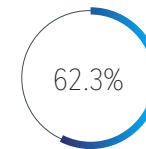
	Q1	Q2	Q3	Q4
Males	69%	82%	83%	89%
Females	31%	18%	17%	11%

Increasing pay →

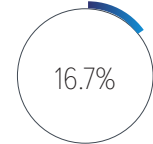
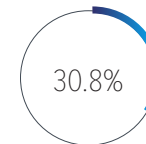
	Q1	Q2	Q3	Q4
Males	71%	77%	82%	86%
Females	29%	23%	18%	14%

Increasing pay →

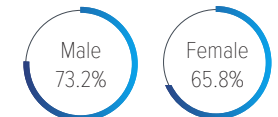
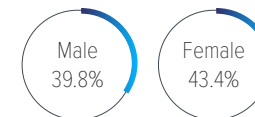
Mean Bonus gender pay gap



Median Bonus gender pay gap



Proportion of males and females receiving a bonus



OUR RESULTS: VIRTUE FUSION CM LIMITED EMPLOYEES 2018

The following chart shows data for employees of Virtue Fusion CM Limited; chat moderators who are home-based, shift employees working flexibly. The company is a subsidiary with over 250 employees, which meets the government regulations for reporting gender pay figures as a standalone entity. For the snapshot year, there were 283 employees, of whom only 39 are male. The large majority of female employees, as well as

the female average salary, is a key driver behind the negative gender pay gap when analysing this segment of the workforce.

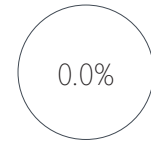
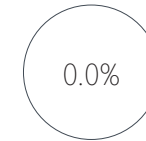
2017 - employees = 289

2018 - employees = 283

Mean gender pay gap



Median gender pay gap



Proportion of males and females in each quartile pay band

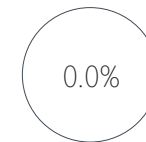
	Q1	Q2	Q3	Q4
Males	17%	12%	12%	12%
Females	83%	88%	88%	88%

Increasing pay →

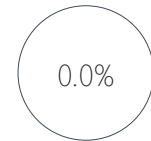
	Q1	Q2	Q3	Q4
Males	14.6%	14.4%	14.4%	11.7%
Females	85.4%	85.6%	85.6%	88.3%

Increasing pay →

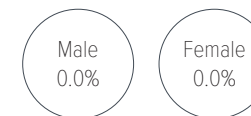
Mean Bonus gender pay gap



Median Bonus gender pay gap



Proportion of males and females receiving a bonus



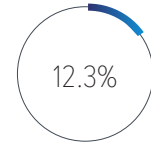
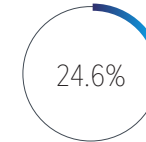
OUR RESULTS: GAMING TECHNOLOGY SOLUTION LTD EMPLOYEES 2018

The following chart shows data for employees of Gaming Technology Solutions Limited (GTS). GTS is a subsidiary with over 250 employees, which meets the government regulations for reporting gender pay figures as a stand-alone entity. For this snapshot year, the company saw a decrease in the mean and median gender pay gap.

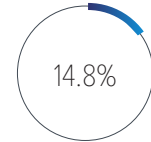
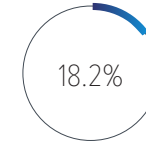
2017 - employees = 302

2018 - employees = 371

Mean gender pay gap



Median gender pay gap



Proportion of males and females in each quartile pay band

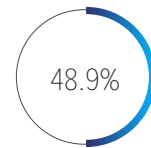
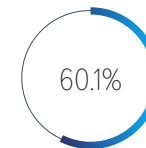
	Q1	Q2	Q3	Q4
Males	67%	75%	87%	84%
Females	33%	25%	13%	16%

Increasing pay →

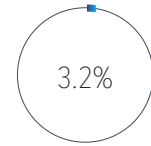
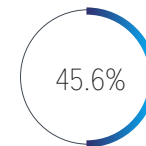
	Q1	Q2	Q3	Q4
Males	75%	78%	76%	87%
Females	25%	22%	24%	13%

Increasing pay →

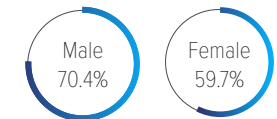
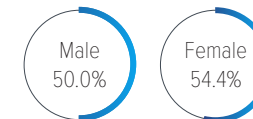
Mean Bonus gender pay gap



Median Bonus gender pay gap



Proportion of males and females receiving a bonus



FOOTNOTE

This note is to confirm accuracy of the data. Both payroll and bonus data were sampled and reviewed by Playtech's Internal Audit team. The payroll data reflects employees employed on the snapshot date. Payroll data includes basic pay, bonus, commissions and share options gains paid as part of payroll for April 2018. The bonus data reflects employees employed on the snapshot date, but received a bonus within the 12-month period to 5th April 2018 (period being from 6th April 2017 to 5th April 2018). Playtech's Internal Audit team sampled data and reconciled it back to source documentation.

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