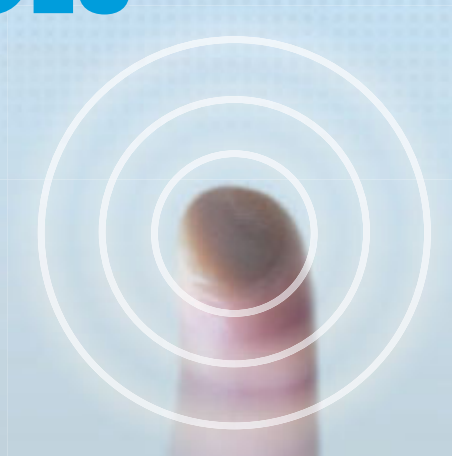


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THE SCALE  
TO DELIVER  
**OUTSTANDING  
CUSTOMER  
EXPERIENCES**



## CORPORATE RESPONSIBILITY

LEADING RESPONSIBLE  
GAMBLING

RESPONSIBLE GAMBLING CONTINUES TO BE A MAJOR FOCUS FOR THE GROUP AND WE HAVE TAKEN A NUMBER OF STEPS BOTH TO IMPROVE THE TOOLS AVAILABLE TO CUSTOMERS AND TO SHARE AND ENCOURAGE BEST PRACTICE.

**Good progress in priority areas in 2015**

In 2015, we have worked on a cross-operator self-exclusion trial with a view to implementing nationally in 2016, rolled out our 'Linked' card scheme for those staking over £50 on gaming machines and developed gaming machine and online behavioural analytics that support more effective interaction with customers and using markers of harmful behaviour.

We created a Group Compliance Committee and a Group Anti-Money Laundering Steering Committee, and implemented a bespoke incident management system to improve data management and analysis.

We also developed a new approach to community engagement, Close to HOME. This recognises that we are both an international business and a very local one, with 'homes' in almost 2,500 communities across the UK, Gibraltar, Tel Aviv, Manila, Sofia, Milan, Madrid, Sydney, Darwin and Nevada.

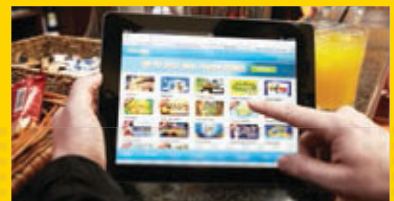
In this year's report, in addition to our regular updates relating to our customers, colleagues and communities, we are providing an in-depth view on four key areas.

ENCOURAGING  
RESPONSIBLE GAMBLING

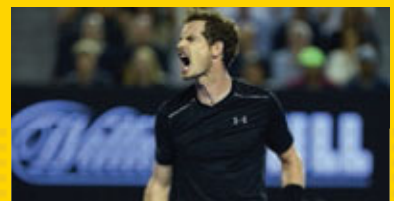
[Find out more:](#)  
Page 35

PROTECTING OUR  
CUSTOMERS' DATA

[Find out more:](#)  
Page 36

LEADING SPORTS  
BETTING INTEGRITY

[Find out more:](#)  
Page 36

CONTRIBUTING TO  
OUR COMMUNITIES

[Find out more:](#)  
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## ENCOURAGING RESPONSIBLE GAMBLING

On pages 18 and 19, we provide an overview on the changes we introduced in 2015 to continue improving our responsible gambling measures.

Responsible gambling remains a key priority for us. Problem gambling is a very complex area and the Responsible Gambling Strategy Board, continues to focus on defining gambling-related harm. We recognise that this is not confined to addictive gambling but also extends to 'at risk' gamblers, who may simply spend too much time and money gambling. In many cases, people experiencing problems respond well to responsible gambling messaging and signposting to support services.

Research shows that any gambling product has the capacity to cause harm to a minority of customers. However, we recognise the level of public concern around gaming machines and have, therefore, not only ensured that we are fully compliant with the Gambling Commission's Licensing Conditions and Codes of Practice but also implemented further responsible gambling measures, including the Codes adopted by the Association of British Bookmakers and the Senet Group.

In December 2014, the RGT published research that showed it is possible to identify signs of potential gambling-related harm, with 15 of the 19 markers applicable to gaming machine play. In April 2015, we implemented 'the £50 journey', which requires customers staking over £50 on a gaming machine to do so via account-based play using our Linked card or by staking OTC. Using the data collated from account-based play, the RGT research and in-house developed algorithms, it is increasingly possible to identify customers displaying patterns of harmful behaviour. This enables us to interact with both Retail and Online customers at an earlier stage.

When a customer is logged in using their Linked card, their play is 'scored' on a daily basis using the algorithm. This covers all levels of staking, recognising that problems occur across all staking levels, and tracks behavioural change. As part of the monitoring process, we cross-reference against marketing campaign activity and remove all players who are currently under review. In addition, we also review other session play across the Retail estate to identify customers who may be at risk and enable responsible gambling interactions by the shop team.

Online similarly operates daily, weekly and monthly control reports to highlight at risk customers. All customers are profiled on either a two-year rolling period or due to their activity on a particular day.

We are continuing to assess and enhance the effectiveness of these measures, including identifying the optimum channels for communication and the impact of multi-phase messaging.

During the year, we implemented new responsible gambling training for Retail employees. This incorporates an understanding of the markers of harm, how to approach a customer who exhibits any of them and the tools that are available to them. We invested £2m on this training.

## OUR PRINCIPLES

Our Group Compliance Committee has published a Group Compliance Policy, which is available on our corporate website. This outlines our approach to compliance in all the regulated jurisdictions in which we operate, which is governed by three fundamental principles:

- fairness and transparency for our customers, believing that customers should enjoy our gambling products having exercised informed choice;
- the children and the vulnerable, including 'at risk' and problem gamblers, should be adequately protected from the potential harmful effects of gambling or excessive gambling; and

- all reasonably practical steps should be taken to ensure that we do not accept money from customers who are using the proceeds of crime to facilitate their gambling.

In considering our approach to business in a particular jurisdiction, we will not just consider the relevant laws or regulations but will also look to apply these fundamental principles. When we consider that industry standards fall short of these principles, we will actively campaign for the raising of those standards across the industry.



## CORPORATE RESPONSIBILITY

## PROTECTING OUR CUSTOMERS' DATA

Cyber crime is now one of the key risks facing companies, particularly digital companies who hold sensitive customer data. We take the security of our customers' data very seriously throughout the Group and have invested in an ongoing programme of security reviews and testing.

Both our Retail and Online operations are certified compliant with the Payment Card Industry's data security standards. We undertake annual security audits for our regulators and in 2015 extended our security compliance monitoring for key third-party suppliers.

We have also implemented several innovative and leading-edge technology solutions in order to enhance our security monitoring and response capabilities. These have enabled us to respond quickly to evolving threats.

Through awareness initiatives, we reviewed our information security practices in the Customer Services teams and have been embedding secure development and security testing practices with our internal development teams.

The external security threats that we face are becoming increasingly sophisticated and rapidly evolve. It is important that these threats are proactively assessed so that our response and controls can be adapted in line with the risk.

As part of this, we have actively engaged with the UK Government-sponsored Cyber Security Information Sharing Partnership and participate in a cyber threat-sharing forum for our sector.

We also work with a number of partners to manage these threats, which include denial of service attacks and unauthorised attempts to access our systems or customer accounts. Our dedicated Security Operations team is alerted to and investigates suspicious activity. In 2015, we successfully mitigated multiple cyber threats against our websites and networks.

## LEADING SPORTS BETTING INTEGRITY

We strongly believe that licensed and regulated companies can help to address a wide range of potential gambling-related issues, from fairness to problem gambling to underage gambling.

Sports integrity is one area in which the regulated gambling industry is the first line of defence and we have invested in an integrated strategy to uphold integrity in sports betting. Our internal monitoring mechanisms, particularly within our Trading teams, identify any unusual or suspicious betting activity.

These are reported to relevant regulatory bodies and to ESSA, the sports betting integrity body established by the leading regulated sports betting operators to monitor suspicious betting patterns.

Reports made to ESSA by one operator are assessed by the trading teams of other operators within an hour to identify wider issues and determine a rapid response. ESSA also shares information with the relevant regulators and sporting authorities, and has information-sharing agreements with a large number of sports government bodies, including the IOC.

Integrity is a core part of the relationship we build with sports bodies when we undertake sponsorship agreements with them.

We have established a number of memoranda of understanding with individual sports governing bodies, including the British Horseracing Authority, the Scottish Football Association, the English Football Association and the Tennis Integrity Unit. We support sports bodies in the sharing of best practice and have hosted visits from a number of sports to explain our procedures for identifying suspicious patterns.

William Hill is a member of the Gambling Commission's Sports Betting Integrity Forum, which in 2015 published its Sports Betting Integrity Action Plan and launched a new website to provide support and best practice guidelines.

## CONTRIBUTING TO OUR COMMUNITIES

In 2015, we started to roll out our new community strategy. Having largely completed our goals under our major international project, Project Africa, we have refocused our resources on the local communities in which we operate, drawing inspiration from the work already being voluntarily undertaken by many colleagues from across the William Hill world.

We have focused our efforts on three areas that draw on the passion and skillsets that already exist within William Hill: sport; skills and opportunities; and local community.

During the year, we piloted nine community projects in the UK under our 'Close to HOME' banner. Teams from Aberdeen, Birmingham, Bristol, Glasgow, Leeds, London and Swansea were encouraged to engage with a local charity and support them either financially or through giving time and help.

The wide range of projects included supporting hospices and centres for the homeless and elderly, repainting a community hall, running customer service workshops for young adults with learning difficulties, creating starter packs of household goods for former homeless people moving into new homes and fundraising to keep a boxing club open for the local community.

We are taking the learnings from these pilot projects to develop a framework to support other projects, both in the UK and internationally, again building on the work already enthusiastically undertaken in many of our locations.

At the same time, we have engaged with a number of other charities within our three priority areas. Helping people get into work is becoming a key theme, as is support for sports like boxing which help local communities and young people. For instance, our William Hill Foundation patron, Robbie Savage, is helping us support our partnership with Our Club, where we are working on employment programmes in Swansea and, in due course, London and the North-East.

## CLOSE TO HOME

In 2015, nine UK teams came together to build relationships with charities in their local communities as a pilot project. The approach will be rolled out across the Group in 2016.



## CORPORATE RESPONSIBILITY

## CUSTOMERS

AS WELL AS STRIVING TO PROVIDE OUR CUSTOMERS WITH A GREAT EXPERIENCE, WE AIM TO ENCOURAGE THEM TO GAMBLE RESPONSIBLY, TO TREAT THEM FAIRLY AND TO PROTECT THE VULNERABLE.

**Protecting vulnerable persons**

For the vast majority of customers, gambling is a safe and pleasurable pastime. We recognise, however, that for a small number gambling can become a problem.

In the UK, the levels of problem gambling are stable or may even be slightly declining. These levels are also low by international standards, with c0.6% of the adult population having a propensity to have a problem with gambling.

However, we are not complacent and, as outlined on pages 18 and 19, we have undertaken a number of important changes in 2015 and continue to do so, further building on our existing measures to help customers gamble responsibly. This includes a national self-exclusion trial, using data to identify possible harmful patterns of play, training our colleagues to engage with customers, mandatory 'Set Your Limit' interactions, and enhanced 'Know Your Customer' and age verification processes for Online.

We now provide a wide range of tools and processes to help our customers to stay in control, including:

- enabling gaming machine customers to set limits on their time and spend;
- enabling Online customers to set daily, weekly and monthly deposit limits and to restrict the products on which they play;
- facilitating self-exclusion;
- encouraging customer staking over £50 on a gaming machine to be transacted via account-based play or after gaining authorisation from LBO staff;
- applying risk-based customer due diligence; and
- conducting responsible gambling interactions with 'at risk' customers by trained staff.

Our omni-channel approach means these responsible gambling controls apply across both Retail and Online.

Our age verification measures are very robust to ensure that under 18s do not gamble with us. Third-party testing of our 'Think 21' approach in the LBOs led to successful challenges in 85% of cases, with 74% of challenges occurring upon first entry into the shop. This places us well among other retail peers and among the very highest performing age verification industries, including those selling alcohol on the high street.

**Treating customers fairly and openly**

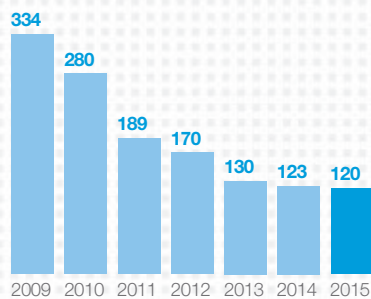
We strive to ensure our rules and terms and conditions are easily available and understandable to customers, and we look to resolve all betting disputes in a fair and consistent manner. In 2015, the number of disputes escalated to the Independent Betting Adjudication Service (IBAS) decreased slightly to 454, with around 99% of these being found in our favour.

We monitor and regularly measure our customer service levels to ensure that we are delivering a good quality service to customers. In 2015, Retail's Net Promoter Score (NPS) improved again to 68% (2014: 53%).

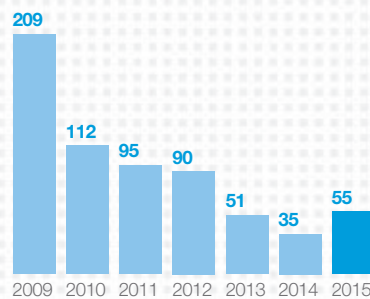
### Long-term reduction in crime

We are working hard to reduce the impact of crime on our staff and across the Retail estate. In the last eight years we have achieved significant reductions in crime. The cost of these crimes has also reduced by 86% from £662,000 in 2008 to £93,500 in 2015.

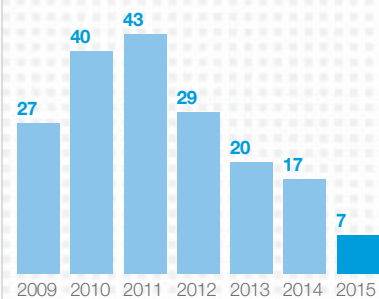
#### Robberies



#### Burglaries



#### Cash-in-transit incidents



### Keeping crime out of gambling

Over the last several years, William Hill's comprehensive approach to Retail security has led us consistently to reduce the level of crime in our business, giving us an industry-leading track record. We have a dedicated Security function and have continuously invested in our systems and training to instil the right security-conscious culture in our shops to protect both our staff and our customers. We continue to share best practices across the industry through organisations such as the Safe Bet Alliance and co-operate with crime-prevention bodies, including Crimestoppers. As discussed on page 36, we have additionally focused on addressing the risk of cyber crime over the last 18 months.

During 2015, we continued to invest in the security of our shops. We implemented an Information Exchange incidence management system to enhance reporting analytics for security and health and safety incidents as well as the 2,600 security risk assessments and 2,400 business protection reviews we conducted during the year. StaffSafe was installed in a further 660 LBOs, bringing the total to 2,000, and the roll-out will be completed in 2016.

We have further enhanced this system by giving the third-party support agency access to our CCTV network to improve their ability to tackle challenging situations. Our Security Investigators' training course has received external recognition by the Institute of Leadership and Management, meaning all our Security Investigators receive Level 3 accreditation.

There continues to be significant attention to money laundering. In June 2015, the European Parliament passed the 4th EU Money Laundering Directive, which may bring retail bookmakers under its auspices for the first time. We contributed to HM Treasury's and the Home Office's national risk assessment of the money laundering and terrorist financing risk in the UK as part of the Government's preparedness for implementing the Directive. Retail betting and gaming were classed as low risk activities. The impact on the UK gambling sector will be finalised during 2016. The Gambling Commission is consulting with the industry and stakeholders on its licensing conditions and codes of practice in relation to money laundering measures.

We established a new Group Anti-Money Laundering Steering Committee in 2015 to support the sharing of best practice across the Group. The Committee focused on improving customer monitoring across Retail and Online, including customer profiling and detailed checks on debit card transactions. We also played a pivotal role in creating the industry's Gambling Anti-Money Laundering Group, modelled on the financial service sector's equivalent. It will produce industry good practice guidelines.

In 2015, we submitted 352 Suspicious Activity Reports (SARs) to either the National Crime Agency or the Gibraltar Financial Intelligence Unit (2014: 325). There were 435 law enforcement or financial institution enquiries received that required investigation (2014: 411).

A SAR is submitted where we suspect that a gambling transaction may be sourced from the proceeds of crime, but does not constitute substantive evidence of money laundering. We might consider saying the majority of SARs are not linked to gaming machines which themselves are fitted with anti fraud software to detect unusual transactions.

## CORPORATE RESPONSIBILITY

## COLLEAGUES

ENGAGED COLLEAGUES ARE CRITICAL TO OUR SUCCESS AND THE QUALITY OF THE EXPERIENCE ENJOYED BY OUR CUSTOMERS. WE INVEST IN CONTINUOUS DEVELOPMENT OPPORTUNITIES FOR ALL COLLEAGUES AND ENCOURAGE A WIDE RANGE OF EXPERIENCE AND INSIGHT THROUGH OUR DIVERSE WORKFORCE.

**Engagement**

We continue to build on the success of our Colleague Forums, which operate in each of our locations and from which a group of colleagues are drawn for the International Colleague Forum, to share practices and raise ideas and issues.

Colleagues are also encouraged to make their voices heard through the annual engagement survey, HOME Truths, which we have held each year since 2010. This year, over 11,000 colleagues participated worldwide, with our highest ever participation rate at 75%. The highest score related to effective training, customer focus and relationships with managers. We saw further improvement around line of sight between an individual's role and the strategy, job security and respect for individual differences. Managers throughout the business have drawn up action plans to further consider the specific points that their respective teams have raised. During the year, health and well-being has been a major focus across the Group in response to work-life balance being highlighted in the 2014 survey.

**Development**

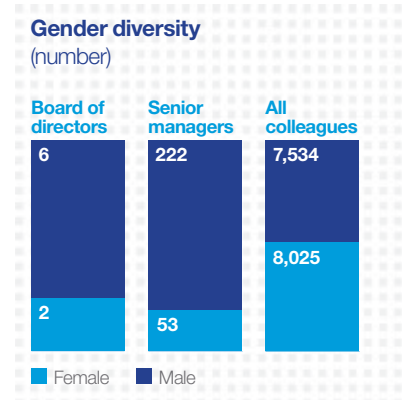
Our approach to talent management and succession continues to be a high priority given the increasing complexity of our international business. We have mentoring schemes, talent development for high potential people, executive coaching and study sponsorships to support people's individual development needs, as well as organised programmes such as the Retail Academy.

The Academy was established in 2012. Around 3,543 colleagues undertook the first stage of the programme – The William Hill Way – in 2015. A further 706 undertook the 'Stepping Up' programme to prepare Customer Service Assistants for Deputy Manager roles and 26 LBO Managers went through 'Taking the Lead' to prepare them for becoming a multi-site manager.

We are also strong supporters of developing women at all levels of our business. We have developed bespoke courses for women in administrative and frontline jobs, and created a programme for women managers focused on developing their skills and confidence. Our Springboard programme brings up to 50 women a year through into junior management roles.

**Gender diversity**

Having diversity across the Group remains a key focus for both the Board and the executive team. The gender diversity across different levels of the Group is shown below.



Legislation requires that we define 'senior managers' as the directors of our subsidiary companies. However, the Board believes this information does not provide a meaningful analysis of how the Group operates so the data shown reflect the proportion of senior managers by our own internal grading system. For reporting purposes, there are 58 directors of subsidiary companies, comprising 46 men and 12 women.



### Rewarding and celebrating our colleagues

Our colleagues are critical to our success and we want William Hill people to be engaged, excited and energised by our business.

Salary levels are dictated by market conditions so we personalise what we offer colleagues through our benefits, our bonus plans and the ways in which we reward and recognise people's efforts. Our range of benefits is, we believe, the most comprehensive in the industry. In many cases, people can choose the benefits that fit their lifestyle, reflecting the fact we have a very diverse colleague population. Every colleague is eligible to earn a bonus and we encourage them to benefit from our business success by investing in our share save schemes. William Hill is proud to report that from 1 April 2016 it will be a National Living Wage employer, paying at least the National Living Wage to all UK colleagues over 18.

### Health and safety

The health and safety of our colleagues, customers and those who come into contact with our business are of paramount importance to us.

We continue to cement a strong Primary Authority partnership for Health and Safety with Westminster City Council. During 2015, we received assured advice on our health and safety manual and related policy and process advice in all key areas. From this, a national inspection plan is to be developed.

During the year we completed a review of the extended lone working that we introduced in April 2014. This allowed certain risk-assessed shops to operate single-manning during evening hours as service levels demand. Our review demonstrated that our key focus areas, such as security or employee issues, showed no evidence of having been negatively impacted by single-manning.

We continued to focus on addressing anti-social behaviour (ASB) in our shops with 60 ASB workshops held during the year involving 250 LBOs and over 500 employees. These bring together our shop teams, the Security and Operations teams and external agencies such as local police to address the issue.

### 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.

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.

## CELEBRATING COLLEAGUES

In May, 223 people gathered at the Grand Hotel in Brighton from across the William Hill world to recognise the winners and runners-up in our HOME Awards. These were awarded in 12 different categories, from National Shop Team of the Year to Outstanding Contribution to Innovation to Community Champion.

In September, colleagues who recorded 25 or 40 years' service attended our annual Long Service Awards, celebrating with their partners with a weekend at the Ayr Gold Cup.



## CORPORATE RESPONSIBILITY

## COMMUNITY

Employing 16,000 people in nine countries, William Hill is an international business but our footprint also means we have a strong local presence and we seek to make an active contribution to the local communities in which we operate.

We make a positive contribution to local economies by offering flexible employment, contributing a substantial amount each year in taxes, providing a meeting place for members of local communities to take part in an enjoyable pastime, contributing to and sponsoring a wide range of sports and, supporting our colleagues' efforts to raise funds for charities.

In 2015, we reviewed our community policy, which is now centred on supporting activities in the local communities in which we operate our businesses, focusing on three key areas:

- sport;
- skills and opportunity; and
- local communities.

**Charitable donations**

For many years, our colleagues have been active fundraisers for both local and national charities. We continue to match their fundraising and, through the Foundation, matched over £41,160 in funds raised in 2015, supporting 171 colleague events. In addition, we made donations totalling £1,192,039 to 130 charities supported across the Group.

Our principal charitable donation each year is to the RGT to support its intended work in problem gambling-related research, education and treatment. In 2015, we donated £823,000 (2014: £940,000); as this is calculated as a percentage this was lower than in 2014 because our net revenue is lower.

**Supporting sport**

Betting and sport have a long joint heritage. Since the 1960s, the UK LBO industry has supported the racing industry with a payment levied on our UK horseracing revenues; today, that stands at up to 10.75% of those revenues.

More significantly, we make substantial payments for TV pictures from the race tracks that are broadcast in our shops. In 2015, our Levy payment – including an additional voluntary contribution – was £17.3m while our pictures and data costs in Retail were £71.6m.

We made a voluntary donation of £2.2m to the British Greyhound Racing Fund to help sustain that industry and we sponsor some of the leading greyhound racing events, including the Greyhound Derby.

We also sponsor a number of major sporting events and teams in the UK, Australia and the US. We became the first official betting partner of a grand slam tennis tournament when we partnered with Tennis Australia on the 2016 Australian Open. Our ground-breaking sponsorship deal with the English Football Association comes to end in 2016 after the UEFA EURO 2016 Championship. In Scotland we are the official betting partner of the Scottish national football team and sponsor of the William Hill Scottish Cup. We also sponsor the PDC's World Darts Championship. In the US we sponsor the Haskell Invitational Stakes at Monmouth Park racetrack, which was won in 2015 by the remarkable American Pharoah, his first win after claiming the Triple Crown.

**Environment**

We report an emissions figure based on tonnes of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e). This includes Scope 1 and Scope 2 emissions, including natural gas consumption, electricity consumption, refrigerant emissions and fuel from company cars.

In 2015, we saw a 9% decrease to 54,100 tCO<sub>2</sub>e (2014: 59,606.5 tCO<sub>2</sub>e). Within this, Scope 1 emissions were 2,757 tCO<sub>2</sub>e (2014: 3,591.7 tCO<sub>2</sub>e) and Scope 2 emissions were 51,343 (2014: 56,014.9 tCO<sub>2</sub>e).

Since 2013, we have used an intensity measure – tonnes of CO<sub>2</sub> equivalent per £1m of net revenue – to track our performance. In 2015, we saw a year-on-year decrease of 8% to 34.01 as a result of Group net revenue being 1% lower (2014: 37.04)<sup>1</sup>. These data were calculated using DEFRA guidelines and conversion rates.

<sup>1</sup> The 2014 figure is restated as it was incorrectly calculated in the 2014 Annual Report.

THE WILLIAM HILL  
FOUNDATION

The William Hill Foundation was created in 2011 as a hardship fund to support colleagues during economically challenging times. In 2012, it achieved charitable status. Four directors – all William Hill leaders – administer the £100,000 hardship fund and the donations received from colleagues for Project Africa. Robbie Savage is Patron of the Foundation.

In 2015, the Foundation provided 17 grants to colleagues at a total cost of £31,000. The Foundation was able to help four colleagues in the Philippines following Typhoon Lando and two colleagues in Cumbria following severe flooding. Since its formation, the Foundation has supported 134 colleagues in times of financial hardship.

Through the Foundation, Project Africa – which was started in 2012 – continues to be supported in its efforts to bring better education, clean water and health facilities to the OI Misor village in Kenya. We are in the process of completing a medical facility for the school and village.

## PERFORMANCE

		2015	2014	Comments
<b>Customers</b>				
<b>Customer protection</b>	Number of self-exclusions – Retail	<b>8,152</b>	7,736	We have continued to improve responsible gambling interactions, supported by training for staff to identify patterns of harmful behaviour. Since October we have provided automatic self-exclusion systems for online customers.
	Number of self-exclusions – Online and Telephone	<b>23,805</b>	20,666	
	RIDDOR reportable accidents – customers	<b>18</b>	12	RIDDOR reporting changed in October 2013 to require accidents to be reported when they resulted in absence from work for over seven days instead of over three days.
<b>Customer satisfaction</b>	Retail Net Promoter Score	<b>68%</b>	53%	Mystery shopper scores in Retail have continued to improve since a new customer service programme was implemented in 2013.
	Disputes referred to IBAS IBAS disputes found in customers' favour	<b>454</b> <b>1.3%</b>	494 0.6%	Our customers can rely on an independent arbitrator to resolve customer disputes. In around 99% of cases, our original decisions are upheld.
<b>Colleagues</b>				
<b>Protection</b>	RIDDOR reportable accidents – colleagues	<b>18</b>	11	RIDDOR reporting changed in October 2013 to require accidents to be reported when they resulted in absence from work for over seven days instead of over three days.
	Incidents of violence in the workplace	<b>252</b>	313	The number of physical attacks on LBO staff fell in 2015 by 19%. During the year, 60 anti-social behaviour workshops were held to address violence in the workplace, involving 250 LBOS and attended by 500 employees.
	Number of robberies	<b>120</b>	123	The number of actual robberies at 60 (excluding attempts) continued to decrease through our ongoing security plan, down another 23% in 2015.
	Number of burglaries	<b>55</b>	35	The proportion of burglaries classed as attempts in 2015 increased substantially to 56%. A number of burglaries were combated with the use of StaffSafe.
	Number of cash-in-transit incidents	<b>7</b>	17	Awareness training and our CounterPlan programme continue to reduce incidents.
	Average cash loss from OTC robberies (£)	<b>321</b>	401	Average cash loss has reduced 20% and is now down 35% since 2008.
<b>Training and development</b>	Total number of training days	<b>27,708</b>	21,931	Our business is sustainable as we attract and retain engaged employees. We offer clear career progression and development opportunities.
	Value of training investment (£'000)	<b>834.5</b>	826.9	
<b>Engagement</b>	Employee Engagement Index – participation	<b>75%</b>	66%	We continued to make good progress in encouraging greater participation rates in our annual colleague engagement survey.
<b>Support</b>	William Hill Foundation grants (£)	<b>31,042</b>	32,951	The Foundation supported colleagues from across the business, making 17 grants at an average of c£1,800.
<b>Community</b>				
<b>Environment</b>	Total CO <sub>2</sub> equivalent (tonnes)	<b>54,100</b>	59,607	Our tonnes of CO <sub>2</sub> e decreased by 9%.
<b>Industry relationships</b>	UK horseracing levy (£m)	<b>17.3</b>	16.5	We continue to support sports through sponsorship and the horseracing and greyhound racing levies.
	Sports sponsorship (£m)	<b>4.4</b>	3.8	
<b>Community engagement</b>	Employee charity matching scheme (£'000)	<b>41.2</b>	40.3	Our colleagues participated in 171 charity events that we matched in 2015.
	Responsible Gambling Trust donation (£'000)	<b>822.9</b>	940.3	William Hill is a major contributor to the Responsible Gambling Trust. Our contribution each year is linked to net revenue levels.

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