



MAKING IT HAPPEN.

**WILLIAM HILL PLC
CORPORATE RESPONSIBILITY REPORT 2013**

William **HILL**

TABLE OF CONTENTS.

Overview

Gambling industry overview	04
About William Hill	06
The William Hill Commitment	08
HOME	10

Colleagues

Reward and recognition	12
Career development	14
Well-being	16
Different Perspectives	18

Project Africa

19

Customers

Regulation of our business	23
The prevalence of gambling	24
Problem gambling	25
Preventing crime and disorder	26
Protecting the vulnerable	27

Community

Parliamentary views	28
Our contribution to sport	30
Our environmental footprint	32
Our fundraising colleagues	34

Find out more

38

OUR AWARDS.



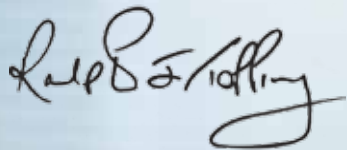
A MESSAGE FROM **RALPH TOPPING.**

William Hill has a proud heritage as The Home of Betting.

Originally established by Mr William Hill in 1934, we are now the UK's number one bookmaker, both on the high street and online. We employ almost 17,000 people based in eight countries from the Philippines in the east to Nevada, US in the west.

Our aim is to be a responsible business, proud of our place in society – a business that treats its colleagues, customers, local community and suppliers with respect. We recognise that, for us to continue to grow and be successful, we need to take a long-term view of our relationships with those whose lives are touched by William Hill.

In this book, we set out The William Hill Commitment: how we behave towards our colleagues, our customers and members of the communities in which we operate. These are aligned to our HOME principles, which were established in 2010 based on feedback from colleague focus groups on what William Hill means to them. They define our values and way of working at William Hill. This book shows the kind of activities we are undertaking to live up to HOME, to this Commitment and to the principles by which we are regulated, with examples from our colleagues about how we reinforce these promises every day.



Ralph Topping
Chief Executive





GAMBLING INDUSTRY OVERVIEW.

THE DEVELOPMENT OF THE MARKET.

The gambling industry today comprises, primarily, casinos, bingo halls, betting shops, trackside betting, lotteries and online betting and gaming. Land-based activities remain the channel of choice for many gambling customers. Online gambling first started in earnest in 1998 and has created its own challenges by making governmental restrictions on gambling more difficult to enforce, leading many governments to review their gambling regulations. In 2011, it is estimated the UK gambling industry generated £4.8bn of land-based revenues and around £2bn of online, mobile or telephone revenues.

“ BETTING SHOPS MAY NOT BE UNIVERSALLY LOVED... BUT THEIR IMPORTANCE TO THE FABRIC OF THE UK’S NATIONAL AND LOCAL ECONOMIES IS INCREASINGLY IMPORTANT. ”

The contribution of betting shops to the UK economy, a study by the Centre for Economic and Business Research, June 2012

In many countries, gambling is either state-controlled or restricted to a small number of licencees. The key countries where it is possible to take a commercial approach are the UK, Spain, Italy, Australia and the State of Nevada in the US. In many ways, the UK, which is our home territory, has one of the most advanced gambling regulatory regimes in the world.

A number of drivers are changing the shape of the gambling industry, of which technology, scale of operations and regulation are, arguably, the most significant.

Technology: the fastest-growing products today are supported by innovations in technology. In the UK these include in-play betting and mobile gambling, which require significant investment in innovation and know-how.

Scale: the importance of having a large-scale operation is also increasing, for instance to make affordable investments in technology, marketing and core capabilities such as sports-betting trading, or to absorb the impact of regulatory changes or new taxation.

Regulation: many governments are now revising their regulatory regimes, particularly to cater for the internet. A legal framework typically involves the licensing of companies that are required to comply with a domestic regulatory regime and to pay gambling taxes in return for being allowed to advertise locally. At William Hill, we believe that a competitive and well-regulated environment drives out illegal gambling and delivers better value for customers in a safe and responsible way.

A FEW STATISTICS ▼

£8

IS THE AVERAGE BET SIZE OVER-THE-COUNTER IN A BETTING SHOP.

18

MINUTES IS THE AVERAGE DWELL TIME IN A BETTING SHOP FOR A CUSTOMER

55%

OF CUSTOMERS SAY THE MOST IMPORTANT REASON FOR CHOOSING A BETTING SHOP IS CUSTOMER SERVICE

63k

FULL-TIME EQUIVALENT JOBS ARE PROVIDED BY OR INDIRECTLY SUPPORTED BY UK BETTING SHOPS

£941m

WAS PAID IN TAX BY BETTING SHOPS TO THE UK EXCHEQUER IN 2011

8.9m

PEOPLE GAMBLERD IN SHOPS, ONLINE OR BY MOBILE IN THE UK IN 2011

In June 2012, the Centre for Economic and Business Research (CEBR) published the first complete economic assessment of the UK betting shop industry and our significant contribution to local employment, revenue and taxation. This comprehensive economic study revealed that betting shops:

- ▶ **CONTRIBUTE £3.2BN TO UK GDP**
- ▶ **DIRECTLY EMPLOY 55,000 FULL AND PART-TIME JOBS, EQUIVALENT TO HALF OF THE GAMBLING INDUSTRY AND ALMOST 10% OF THE LEISURE INDUSTRY**
- ▶ **PROVIDE NEARLY £1BN A YEAR IN TAXES**

Betting shops were also demonstrated to be one of the most female-friendly industries with 56% of jobs held by women.

CASE STUDY.

YOUTH ~~UN~~EMPLOYMENT.

14,000 young people aged 18-24 are employed by betting shops, equivalent to 25% of industry's employees and much higher than the 8% of employees across the economy as a whole. William Hill is a big employer of 18 to 24 year olds in the UK, an age group that is currently experiencing a disproportionately high level of unemployment. In 2012, this age group accounted for 33% of William Hill's employees in the UK.

In 2012, we ran a successful trial in Scotland aimed at recruiting 18 to 24 year olds, supported by an agency that works with these candidates on aspects such as their interview skills.



ABOUT WILLIAM HILL.

William Hill is one of the world's largest listed betting and gaming companies and, as a 78 year old business, has one of the most recognised, respected and trusted brands in the industry and on the UK high street.

We are best known as a bookmaker providing fixed odds sports betting but we also offer gaming opportunities to our customers, including electronic versions of casino games such as roulette and blackjack. We aim to make our products available to customers whenever and wherever they want to gamble – in the shops, online, by telephone, on their mobile or via SMS text services.

In the UK, we are the leading betting and gaming operator. We are the largest high street bookmaker with approximately 2,370 of the 9,000 licensed betting offices regulated by the Gambling Commission¹. We are also the UK's most successful online gambling operator, with an estimated 15%² of online gambling spend being handled by William Hill.

Today, though, we are an increasingly international company. We have more than 16,800 employees, who are based in eight countries. William Hill Online has launched in Italy and Spain in the last two years, and we launched in the US market in the summer of 2012 when we acquired three businesses providing sports betting in Nevada and Delaware.

UK.

William Hill is the UK's number one Retail and Online bookmaker. We have more than 2,390 betting shops and a telephone call centre in the UK. Our operational headquarters are in Leeds and our corporate headquarters are in London.

GIBRALTAR.

William Hill Online's headquarters are based in Gibraltar and include operations, sports betting and gaming, UK customer services and the Telephone central operations.

ITALY.

William Hill Online has been licensed in Italy since July 2011 and has operations in Milan.

SPAIN.

William Hill Online has been licensed in Spain since June 2012 and has operations in Madrid.

● NEVADA, USA

UNITED KINGDOM

MILAN, ITALY

MADRID, SPAIN

● SOFIA, BULGARIA

GIBRALTAR

● TEL AVIV, ISRAEL

MANILA, THE PHILIPPINES ●

THE PHILIPPINES.

The team in Manila officially became part of the William Hill Online team in late 2012. They offer web chat customer services for English-speaking Online customers and also handle some finance functions, including fraud management.

ISRAEL.

Tel Aviv is home to Online's specialist online marketing team and gaming services.

BULGARIA.

With Online's services being offered in 23 languages, multi-lingual customer services are critical. These are handled by the team in Sofia.

THE US.

In June 2012, we established William Hill US and acquired and merged three land-based sports betting businesses. Our services are offered in both Nevada and Delaware, two of only four states where sports betting is legal.

1. Source: Gambling Commission statistics, 2011/12. 2. Source: Gambling Data, UK market report, 2012. Excludes National Lottery gambling.



THE WILLIAM HILL COMMITMENT.

COLLEAGUES.

We know that committed and engaged employees give the best service, encourage customer loyalty to William Hill and are the most effective team members. We believe every colleague matters, that they should work in a safe and stimulating environment and have the opportunity for development and career progression on merit, without barriers.

- We have high standards and expect every William Hill colleague to live up to our HOME principles – Hungry for Success, Outstanding Service, Making it Happen and Everyone Matters.
- We give every colleague the opportunity to perform to the best of their abilities and reward them with a competitive pay and benefits package, personalising it where possible. We enable colleagues to share in the company's success.
- We always recognise and reward great work and loyal service. We have fun at work and love celebrating success.
- We encourage colleagues to grow and develop in their career with us and invest in supporting their career aspirations. We actively promote from within and don't have a glass ceiling.
- We are focused on sustainability and succession planning for our management team.
- We are an open business and encourage honest feedback from all colleagues. We actively ask people for their views on improving the way we do things. We have an annual HOME Truths Employee Engagement Survey to further support this.
- The well-being of our colleagues and their families is paramount. We ensure our workplace is appropriately safe and secure, and proactively provide support for our colleagues in good times and bad.
- We foster a diverse employee population for the different perspectives and ideas that this can bring and to reflect the communities in which our colleagues serve.

THE WILLIAM HILL COMMITMENT.

CUSTOMERS.

William Hill stands for outstanding service and our reputation is built on our customers trusting that we will behave openly and fairly towards them. We aim to treat our customers in the way that we would, ourselves, like to be treated.

- We put our customers at the heart of what we do, providing a personal, open and fair service whether taking a bet, addressing a complaint or resolving a dispute.
- We have clear and transparent rules around our products, we make these easily available to customers and apply them consistently.
- We ensure we prevent customers gambling with us who are under the age of 18 by promoting a Think 21 policy in our shops.
- We enable customers concerned about their gambling activities to stop or reduce their activities with us and to seek support from credible, independent agencies.
- By investing in research, education and treatment, we seek to minimise the effects of problem gambling.
- Customer complaints are addressed quickly, fairly and openly.
- We protect all of our customers' personal data that we hold and actively protect customers during their time in our shops.
- We work tirelessly to minimise crime and disorder in our business.

COMMUNITY.

We recognise the sustainability of our business depends not only on year-to-year financial performance but also on support from a wide group of stakeholders, including the local communities in which we do business and other businesses and industries affected by ours.

- As a responsible business operating in a regulated industry, we both comply with the regulations and legal frameworks under which we operate and actively engage with our regulators to develop best practices and achieve consistently high operating standards.
- We make a significant contribution to the UK economy through tax revenues and employment, and engage with the government to ensure any changes to tax and regulation are sustainable for our industry.
- We are a large employer, particularly in the UK, and seek to sustain and create jobs wherever possible and to behave in a considerate and supportive manner when changes to our business affect colleagues or their communities.
- Our shops are a vital part of their local communities and we support colleagues who embrace that community involvement.
- We share our financial success by supporting industries and communities close to our own through sponsorship and levy arrangements, by donating to charitable causes and by supporting our colleagues' own fundraising efforts.
- We continuously strive to minimise our impact on the environment.
- We treat suppliers fairly and seek to establish productive, long-term relationships through a partnership approach with key suppliers.

CYRIL'S STORY.

We have a network of HOME Champions across the company who have committed to help us bring HOME to life in their part of the business and to ensure HOME continues to be part of our everyday life at William Hill.

They are an enthusiastic team who are all passionate about HOME and the benefit it brings to our business. Cyril Bekoe, originally a District Operations Manager in London, is our first HOME Hero, chosen as an internal and external ambassador for HOME during 2012/2013 as a great example to everyone in the business.



“Being HOME Hero means everything to me. My hard work has paid off and I'm delighted to be a role model for others. The exposure I'm getting is phenomenal and I have the opportunity to work with and meet all kinds of different people.”

Cyril Bekoe

HOME AND WHAT IT MEANS.

COMPANY PRINCIPLES.

William Hill is The Home of Betting and 'HOME' represents the principles at the heart of our business.

HOME binds our people together with a shared vision of the William Hill spirit and culture.

Far from being a set of unattainable company values, our HOME principles are an extension of a great working culture, easy to express because they are “the way we do things around here”.

That's because the HOME principles came from our William Hill colleagues, based on feedback from focus groups on what William Hill means to them.



H.

HUNGRY FOR SUCCESS.

- Always looking to do better than before, better than the competition
- Beating targets, being results focused, never settling for average or second best
- Taking the best from who we are and where we have come from to drive the future of betting and gaming
- Always thinking of new ways of doing things and never settling for average or second best

O.

OUTSTANDING SERVICE.

- Putting our customers first at all times whoever they are
- Always looking to exceed our customers' expectations
- Owning the relationship with the customer and any problems they experience
- Never just doing the job but always going further



HOME AWARDS.

HOME achievements are celebrated at our annual ceremony, the HOME Awards.

It's a major night in the William Hill calendar, held in a glamorous location, with a celebrity or two to provide the entertainment, and with award nominees being chauffeured to the venue in stretch limousines.

Our winners receive generous gifts, specifically tailored to them, in recognition of the following:

- ▶ Outstanding Contribution Through Innovation
- ▶ Most Promising Newcomer
- ▶ Team of the Year
- ▶ Making a Difference
- ▶ Retail, Group and Online Customer Service
- ▶ Most Inspirational Colleague
- ▶ Community Champion
- ▶ HOME Hero

M. MAKING IT HAPPEN.

- Welcoming change and innovation
- Looking at new ways to do things and new ideas, trying things out
- Being empowered to make decisions and to implement change
- If you can make a difference, do and remember that people need encouragement and recognition

E. EVERYONE MATTERS.

- Considering everyone, recognising skills, expertise and others' contribution
- Celebrating what people do to support each other, support the customers and support the business
- Never taking anyone for granted
- Understanding that all our customers are vital, through every channel and every product

A FEW OF OUR 2012 WINNERS

1. National Shop Team of the Year - **The Millisle LBO**
2. Most Promising Newcomer - **Or Reznitsky**
3. Outstanding Service - **Casino VIP Team from Manila**
4. Team of the Year - **In-Play Trading**
5. Community Champion - **Anne-Marie Russell**
6. Outstanding Contribution through Innovation - **Ben Jones**

To find out more about the evening and our HOME winners, visit www.williamhillhome.com.

REAPING THE SHARE SAVE REWARDS.

By the time our 2009 share save scheme vested in August 2012, the share price had more than doubled from the original 139p strike price. More than 700 colleagues benefitted from that increase in value, equating to a payout of around £3.5m. David Russell, Group HR Director of William Hill, was delighted that so many people were able to celebrate the success of the company in this way. "This high return is a reflection of the hard work and commitment of William Hill people that has helped to create real value. It really has been a win-win for our colleagues and our shareholders."

“MY CHOICES’ HAS GIVEN COLLEAGUES ACCESS TO DISCOUNTS ON SHOPPING, UTILITIES, TRAVEL AND A CASH-BACK PROGRAMME. IT MAKES LIFE THAT LITTLE BIT EASIER.”

Carole Daley, Reward and Benefits Manager

COLLEAGUES: REWARD AND RECOGNITION.

REWARDING PERFORMANCE.

We're a people business, whether engaging with customers in the shops, helping remote customers by phone or online, or oiling the wheels in our support functions. 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 often 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 best in the industry. It's comprehensive and it's flexible so, in many cases, people can choose the benefits that fit their lifestyle, reflecting the fact that we have a very diverse colleague population. In 2012, we introduced our new employee discount scheme, 'My Choices'. 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, which are offered each year at a 20% discount to the share price.

RECOGNITION.

In our business, Everyone Matters and that means we offer some benefits and rewards that are highly individual to William Hill – like giving everyone their birthday off so that they can spend their special day with family and friends.

Christmas parties and summer barbecues are a feature at a lot of companies but how many also had 104 colleagues who celebrated either 25 years or 40 years with the company in 2012? Which companies sent colleagues to the Champions League final, the FA Cup final or the X-Factor? Who put £50,000 into making people's dreams come true (see below)?

We're hugely proud of what our colleagues deliver every day and we're proud of our unique ways of rewarding and recognising their contribution.

WILLIAM HILL CAN MAKE IT HAPPEN FOR YOU.

The festive season at William Hill is a time for celebration.

In 2010 and 2011, we invited everyone to share their good news with us to give them a chance of winning a share of £50,000 in cash, Toys R Us vouchers or as a charity donation.

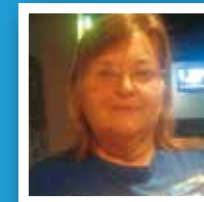
In 2012, that £50,000 went to celebrating our people and what they do for our business by giving them a special treat.



Stephanie Murphy, Shop Manager in London, will fly to New Zealand to see her family for the first time in 25 years. "It is absolutely amazing what William Hill is doing for me. I'm still in shock. Going to New Zealand to see my family means the world to me."



Sally Brushwood, Administrator in Leeds, and her son Cameron enjoyed a trip of a lifetime to Lapland. "It was a fantastic experience we will never forget. I can't put into words the smile on Cameron's face when he met Santa. It made our year. Thank you for making it happen."



Kathy Evans in Nevada, will drive to Southern California to take her grandchildren on a roadtrip. "I'll rent a car and take my grandchildren to meet my parents. It will be more special to me just knowing they met their great-grandparents."

LONG SERVICE AWARDS.

COMMITMENT.

These days, it's rare for people to spend a lifetime with one company.

We're very lucky to have a lot of colleagues who have given their whole career to William Hill and we celebrate that commitment. Every year, our long serving colleagues and their partners enjoy a luxury weekend at a major sporting event, bringing people from every corner of the William Hill world together for a weekend of fun and celebration.

Chief Executive Ralph Topping – himself a William Hill lifer – is known for getting a little carried away on these occasions. At the 2012 celebration at The Oaks in Epsom in June, he ended up giving away in the raffle no fewer than eight Caribbean cruises, four weekends for two in European cities, four weekends for two at the Arc de Triomphe and trips to watch favourite football teams in their home cities, including Barcelona and LA Galaxy!



OUR WINNING SHOP MANAGERS.

In November 2012, Barbara Berki, our shop manager from Nursery Parade LBO in Luton, was named Racing Post Shop Manager of the Year.

Also shortlisted were Karen Denholm from Glasgow, John Hannah from Falkirk, Philip Richard from Brauton, Stephen Kennedy from Newtownards and Ann Richards from Selby.

All six of the regional finalists were rewarded with an invitation to the Breeder's Cup in Santa Anita, California in November 2013 and Barbara Berki received a £20,000 brand new car.



◀ Barbara (centre) with her Nursery Parade LBO colleagues, Sharon and Martin.



CAREER DEVELOPMENT.

DEVELOPING INTERNAL TALENT.

In our industry, having the right people makes a huge difference to our success. People who have a feel for gambling. People who are all about the people. And people who can grow with us as we grow as a business. Developing internal talent has always been core to our success. Two of our last three chief executives have come from inside the business and we continue to foster that strength today by providing a wide range of training and development opportunities. The examples highlighted here are the major investment areas for our people development. In addition, we provide:

- A mentoring scheme, which brings together managers with specific development needs with an experienced senior leader, either for long term personal growth or to tackle specific issues. In 2012, 40 people were partnered with a mentor from right across the business, tackling aspects such as business awareness, influencing skills, building networks and career development;
- Executive coaching for senior leaders as their continued development is still as important and we want to help them be as good as they can be;
- Sponsorship of formal education, including giving colleagues time off for study;
- Fast Track programmes and core courses aimed at helping colleagues reach their full potential; and
- Business Breakfasts, which allow people to learn more about what each department does, creating better team working and understanding, and encouraging people to consider alternative career paths.

THE RETAIL ACADEMY.

In our Retail business, our colleagues benefit from training opportunities from the moment they join us. Our six-day induction programme is the most extensive in the industry, supported by on-the-job training that draws on colleagues' hands-on expertise.

For those who want to move into management positions, we've created The Retail Academy, offering the best development in the industry for those who are both able and willing to develop themselves. By developing our people, we nurture talent, helping colleagues to maximise their performance in their current role, and to strengthen our pool of talent for succession planning.

The Retail Academy starts with an introduction to the way we work at William Hill and moves through managing for success, maximising performance and leadership skills, to working with the senior team on driving great performance and how they execute the strategy.

Right now, the Academy is about Retail but William Hill is a multi-channel and multi-national business so our vision is to create one Academy that stretches across the whole William Hill business and helps provide a framework and career path for our colleagues to follow that offers opportunities beyond the traditional line structure.

TALENT MANAGEMENT AND SUCCESSION PLANNING.

Our approach to talent management and succession planning is becoming increasingly important as we become a larger and more international organisation. We need to know more about our senior managers across the business and to have a view of both their current performance and their future potential. This process includes the opportunity for management to discuss their career aspirations and any development needs. To aid this, all our managers receive training in how to manage the performance of their team, how to spot talent and how to manage the succession pipeline in their part of the business. In 2011, we introduced a new talent review process to assess our top 200 managers individually and collectively including individual talent reviews and team succession plans. The “Executive Talent Summary” covers our overall talent picture, including our succession strength, the development activities being undertaken for key talent and overall people statistics.

HIGH POTENTIAL PEOPLE.

One key output of our new approach is the Horizons talent development programme for high potential individuals, a 14-month course of four workshops and three business projects plus a final strategic business assignment aimed at developing their commercial and leadership skills, taking elements of an MBA programme and tailoring them to William Hill.



LEE OTTER ON HORIZONS:

Personally, I have benefitted from a stronger and wider business network, I have a greater understanding of what challenges other senior managers within the business face and, as such, some of the challenges the wider business faces. I have become much more strategic in my approach to current and future business issues and learned to be a better leader by understanding what is important to me, my team and those who expect things of us.

KELLIE WARNER ON HORIZONS:

The programme has provided me with a greater understanding of my peers and has allowed me to work with colleagues from different parts of the business. To date it has increased my self-awareness, improved my stakeholder influencing ability as well as increasing my knowledge of other industries / companies through case studies. Some of the things we've experienced, e.g., running a restaurant for an evening – which included creating the menu, sourcing the ingredients, cooking the food and serving the customers – have been challenging and very rewarding.

CASE STUDY:

KEITH INKSTER – AREA OPERATIONS MANAGER, NORTH-EAST ENGLAND

“I was given a District Operations Manager (DOM) position when William Hill bought the Stanley betting shops back in 2006 and during the next five years I was responsible for two different districts.

“Before the takeover, I was limited within my old role in terms of development with StanleyBet and it was very refreshing that William Hill seemed keen on the development and forward movement of its people.

“In 2007, I was fortunate to be placed on a year-long development programme which looked to fast-track DOMs to the next level. I learned a wide range of management skills, including influence/persuasion and situational leadership, and I got to work one-on-one with a professional coach, which helped to make all those skills fit together. During the next three years, I applied these skills and continued my personal development by regularly taking time out to educate myself and to learn more about how others viewed me.

“IN 2011 I WAS SECONDED TO AN AREA OPERATIONS MANAGER POSITION AND WAS SUCCESSFUL IN PERMANENTLY LANDING THE POSITION IN MAY 2012.”

“Now my career has moved on, I am still extremely keen on developing myself further and since being in this role I have had development on coaching at a higher level which has proved useful. The Retail Academy is helping me work on my development areas and supports me with other relevant training.

“In time and with more experience, I still want to move up the company ladder and the Academy gives us all that opportunity.”

WELL-BEING.

SECURITY, HEALTH AND SAFETY.

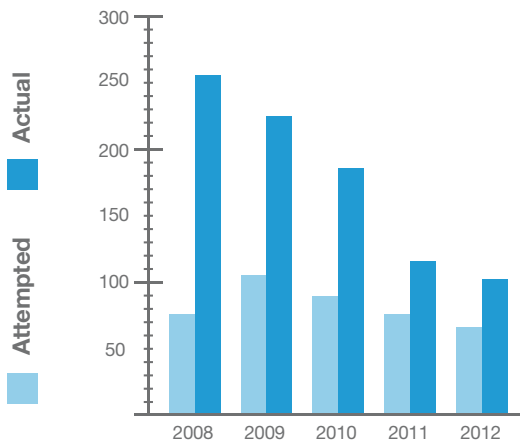
Betting shops can be a challenging – though rewarding – environment to work in. We take the security of all our employees, whether in the shops or in our offices, very seriously and use training, support systems and crime prevention measures to reduce the risk of our shops being a target of crime.

This has been an area of innovation for William Hill. We're not happy with making do. We keep looking for ways to improve and to make our shop environments as safe as it is practical to be. Over the past five years, our approach to security in our shops has significantly improved colleagues' safety, cut the number of successful robberies, reduced the average cash loss of a result of robbery and minimised the effect of burglary on the shop estate. Our innovation has been recognised nationally, including becoming the only gambling company to win a Security Excellence Award.

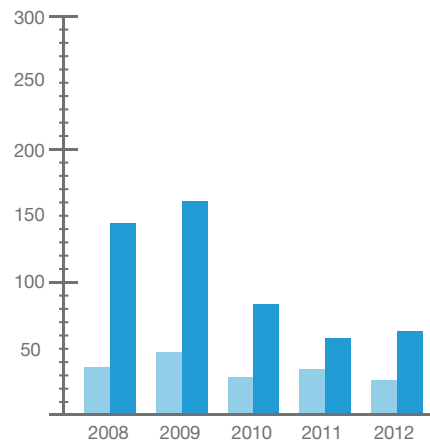
All shops are regularly assessed for their risk profile, which helps us tailor the security measures we include in each shop.

- In 2007, we introduced our current 'Counter Plan' approach, which centres on training colleagues in early intervention measures, including safe cash handling, to minimise the risk of crime.
- Between 2008 and 2010, we installed high definition CCTV in all our shops and the quality of these images has been instrumental in supporting police investigations.
- In 2010, we started adding 'StaffSafe' to high risk shops and will complete all the highest risk shops in 2013. This multi-function security system, which employs remote monitoring systems and voice-over interventions, protects colleagues from anti-social behaviour, provides immediate support after an incident and has successfully combated burglary.
- We have already installed safe havens in 835 shops and are continuing to install them elsewhere in the estate.

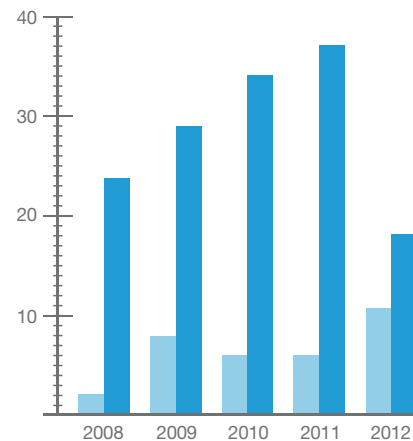
ROBBERIES



BURGLARIES



CASH-IN-TRANSIT INCIDENTS



CASE STUDY:

COUNTER PLAN

Five years ago, we introduced Counter Plan, an internally developed programme to help our Retail colleagues deal with events surrounding a robbery. Counter Plan helps shop teams be in full control of their environment, particularly by placing a high priority on cash management to minimise the likelihood of shops being targeted.

All new shop colleagues have two days' off-site training, which is revisited within three months.



Counter Plan has been part of establishing minimum industry standards to prevent robberies and tackle violence in the workplace. First applied in the Metropolitan Police Area, it was rolled out nationally under the Safe Bet Alliance.

Environmental Health Officers use this to assess employee safety and Crimestoppers initiatives have been launched in conjunction with Safe Bet Alliance in a number of areas, including Manchester, Northumbria, Strathclyde, West Midlands and Merseyside.

SECURITY EXCELLENCE AWARDS



Our Counter Plan Refresh training programme won the Security Training Initiative of the Year at the Security Excellence Awards in 2011.

HEALTH AND SAFETY.

The health and safety of our colleagues and customers and those who come into contact with our business is of paramount importance to us. Ralph Topping, our Chief Executive, has overall responsibility for health and safety, and we have systems in place to set our policies, to implement them and to monitor and audit how we perform.

We ensure we involve colleagues from all relevant operational and support functions in this approach, including our Security, HR, Property and Central Operations teams. These activities are then overseen by the Board of Directors through the Corporate Responsibility Committee.

We are committed to continuous improvement in our health and safety approach and, in 2012, entered into a Primary Authority relationship with Westminster City Council. This relationship means they are given full transparency on our health and safety management systems and we benefit from their informed advice on related issues.

To ensure our policies are implemented effectively, William Hill invests in training our colleagues regularly and we include health and safety training in our induction for new joiners. We have made considerable strides in improving our health and safety training, risk assessments and processes. Whilst we believe our approach to health, safety and security is industry-leading – and, indeed, equal to if not better than many retailers – we are not complacent. We have improved our processes to ensure greater ease of reporting for staff of all in-shop incidents that concern them and we have a network of Staff Council representatives who represent the views of colleagues on health and safety matters. Overall, we are committed to creating and maintaining a positive health and safety culture at all levels.

EMPLOYEE ASSISTANCE PROGRAMME.

Life can be tough. We all have many demands on our time and resources and, sometimes, we need independent, objective advice to help us.

Our Employee Assistance Programme has a helpline that offers confidential counselling, critical incident support and professional legal advice. This is available to all our colleagues and their families, and the issue can be anything to do with work or home. We are firmly of the view that we should support our people where we can and take pride in being able to offer this service. We value all our colleagues and their welfare is important to us.

HOME TRUTHS.

We ask all colleagues to give us feedback annually through our engagement survey, HOME Truths, tackling a number of areas that form the relationship between the company and our colleagues. Engagement at William Hill is determined by three main factors – a colleague's likelihood of recommending William Hill as a great place to work, to strive at work or to go the extra mile, and whether they are likely to stay with us in the future - in other words, our colleagues' propensity to 'Say, Stay and Strive'. Once the results are published, they are reviewed at both a company and local level, and action plans to improve are produced. We have a high level of participation for this survey so colleagues clearly see it as a good way of proving feedback.

THE WILLIAM HILL FOUNDATION.

If, through no fault of their own, our colleagues find themselves in need of financial support, we're there for them.

We established the William Hill Foundation in 2011. It has charity status and a £100,000 budget to provide hardship support for our colleagues and their families.

We're clear: the Foundation isn't there to bail out colleagues who have got themselves into debt. Where they need support with that issue, it's available through our Employee Assistance Programme. During its first year, the Foundation made 37 awards averaging £1000, paying for essential items such as a washing machine and equipment for a disabled child.

The Foundation has also been extended to cover the Project Africa work (see pages 17 to 20) and Robbie Savage has become its Patron.



“ I WAS DELIGHTED TO BECOME PATRON. BEING IN AFRICA MADE A HUGE IMPRESSION ON ME AND I'M KEEN TO HELP AS MUCH AS I POSSIBLY CAN. ”

Robbie Savage

DIFFERENT PERSPECTIVES.

DIVERSITY & WORK/LIFE BALANCE.

There's real diversity in our colleague population and that's important to us. However, there are times we want to shine a light on particular areas to improve further.

In 2010, we focused on women in management.

Although more than half of our colleagues are women, the percentages reduce as you move through the management layers. Our first Different Perspectives conference brought together 100 women from our management team to identify the issues and ways to address them.

This led to an internal development programme for women managers and the use of external specialists to provide two programmes – Springboard and Aspire – for our junior and mid-level women managers.

In 2012, we turned our attention to our work/life balance. There are many facets to this issue and others were being addressed by management elsewhere.

This event focused on encouraging managers to think about the balance in their life between Playing, Giving, Learning and Working and then to give their time and resources to key charities. As a result, we have charities in Bulgaria, Israel and the UK that managers dedicate time to helping and we match their time contribution with paid time off.

We also have senior managers who are members of Pilotlight, an agency that pairs managers with small, local charities to which they give a few hours of their time and industry expertise each month to help the management of the charity.

ABOUT DEMELZA.

Demelza Hospice Care for Children supports 800 children and young people with life-limiting and life-threatening illnesses through their children's hospices and home support in Kent, south-east London and east Sussex. Their hospices are different because many of the conditions children and young people are suffering from are degenerative and progress over many years. They help families build memories together.

David Mills from our People Development team was part of the team from the 2012 Different Perspectives event who chose to work with Demelza. "As part of the Different Perspectives initiative, our team worked on organising a Christmas Party for approximately 250 children and families for Demelza House. From initially securing the venue and catering, our aim was to secure all aspects at minimal or zero cost from local companies and donations, including the sports zone, fairground-style stalls and the raffle. The event took place on Sunday, 6 January 2013 and was a huge success with 58 Demelza families and over 250 people attending. Around 25 William Hill colleagues gave their time on the Friday before to set up the venue and nearly 40 were there on the day to act as hosts, waiters, craft makers, games makers and organisers."

The team at Demelza were delighted with the event. "Organising a party for children with complex needs is a huge undertaking and William Hill embraced this as a team, not only with your hard work on the day but also with the months of work that went into securing all the prizes, sourcing the decorations and raising money on our behalf. We thank you for the outstanding contribution you have made in helping to add life to days when days cannot be added to life." **Visit www.demelza.org.uk**



PROJECT AFRICA.

THE BIG BUILD.

The Island Primary School in Kenya (it's not actually situated on an island now though it was originally) educates just over 300 children of primary school age and a number of older children who are attending school for the education they missed out on earlier in life. Located in a remote area called Laikipia, the school also has a nursery class of around 40 children, who are educated in a small Catholic church situated in the school grounds.

Facilities at the school are basic. There's no running water, no electricity and the school's eight classrooms were in various states of disrepair - some needed painting, all needed a concrete floor, some needed rendering, plastering and blackboards.

A number of the teachers live on site in poor accommodation. Lunch for the children is cooked in an old wood and mud hut, and they wash their lunch bowls in the local river which is infested with the parasitic worms that cause bilharzia. They have no library and few reference books or exercise books. Many of the children come barefoot to school and the valued maroon-and-yellow school uniforms are handed on from child to child, often poorly fitting, invariably much mended.

The head teacher William has a clear vision of how he would like to see the school develop with our investment. The big project for our first team was to build and equip a library, and to bring the existing classrooms up to scratch. Subsequent groups will help put in water and electricity provision at the school, as well as building teachers' accommodation and ensuring all children have brand new school shoes, ruck sacks and essential stationery items.

Beyond that, our vision is to send some gifted children to secondary school, to help develop tertiary skills and to sponsor future doctors and dentists, before we move on to helping develop better medical facilities within the area.

Our vision is to get every single person at William Hill involved in Project Africa in some way, by helping with the projects, by donating things to the school or by raising money. The project is a unique blend of personal development and corporate responsibility. Robbie Savage, Patron of the William Hill Foundation which sponsors part of the building work, is helping to raise funds to support the school, including through celebrity charity football matches and charity gala balls.



LIFE AT THE ISLAND SCHOOL.

School assembly was a great way to start the day. For these children, education is the route out of poverty.

As a result, they are disciplined, eager to learn and attentive. ▶



▲ Most of the children have never seen their own faces so they all loved having their photographs taken and were fascinated to see themselves on the screen.



▲ There's no running water at the Island School so the children wash their lunch bowls in the local river, which is infested with parasitic worms.

◀ Sanitation is non-existent. The 'long drop' toilets used by the children is just a shack over a hole dug in the ground. The smell is unbearable.



◀ A lunch of maize and beans is provided for every child. It's bland but nutritious and for some children this is the only meal they will have all day.



▲ Many children were barefoot. Shoes were donated by colleagues in the UK and Israel.



▲ It may not look like much but this local clinic, just down the road from the school, provides vital medical support and education for the local community, particularly in tackling HIV.



▲ The school uniforms are much mended and passed from child to child. We took enough t-shirts with us to give one to every child and leave some spares with the headmaster.



▲ The head teacher William (right) has a clear vision of how he would like to see the school develop with our investment.

A SNAPSHOT OF OUR TIME IN AFRICA BY THE 2012 PROJECT TEAM.



Our accomodation, complete with bucket shower.



On our first day we moved over nine tonnes of bricks.



Building desks for the classroom.



Mixing cement, back-breaking work in the heat.



Our heroic (if incompetent) football team.



The classrooms start to take shape.

TO FIND OUT MORE ABOUT THE OCTOBER 2012 PROJECT AND TO SEE HOW THE SECOND TEAM GOT ON IN FEBRUARY 2013, VISIT WWW.WILLIAMHILLPROJECTAFRICA.ORG

REGULATION OF OUR BUSINESS.

HIGH STANDARDS.

William Hill is regulated by a number of authorities through gambling licences we hold in the UK, Gibraltar, Malta, the Isle of Man, Jersey, Kahnawake in Quebec, Canada, Spain, Italy and Nevada in the US. We work hard to ensure we maintain good relations with all our regulators and are committed to achieving the goals of the regulations under which we operate.

In the UK, our relationship with our shop customers is underpinned by operating standards set by the Gambling Commission, many of which were based on existing standards already applied by the major operators. There are three licence types that have been issued to members of William Hill to enable us to operate in the UK: operating licences under the Gambling Commission which are held by four William Hill subsidiary companies; personal licences which are held by 40 different senior people in the business; and premises licences which are issued by the relevant local authority and for which we have a separate licence for each of our shops.

Our Online and, since January 2011, our Telephone activities are principally regulated by the Gibraltar Regulatory Authority, whose standards are similar to those applied by the Gambling Commission. In Nevada, where we provide land-based sports betting services, we were awarded a licence by the Nevada Gaming Commission in June 2012, the first UK bookmaker to receive this licence. In Spain and Italy we offer online gambling, including both sports betting and certain gaming activities.

CUSTOMER SERVICE.

TOP QUALITY.

We regularly measure the quality of our service performance through a mystery shopping programme. The mystery shopper rating is used in conjunction with other service measures, such as regular appraisal of product expertise and performance in gaming machine initiatives. In 2011, we introduced the most recognisable customer loyalty metric – Net Promoter Score (NPS) – as part of the mystery shopping programme in order to benchmark ourselves against our peers and other industries.

We also constantly monitor and improve our service programme to meet customers' needs. During the first half of 2011, we developed and launched a more proactive and business-driven initiative – Service Evolution – and implemented a refresher in 2012. Employees are encouraged to know their customers and their needs better in order not only to promote relevant products and new offers but also to aid engagement around problem gambling or age verification.

We have specialist customer service teams dedicated to shop, Telephone and Online customers and make available a comprehensive set of rules that detail the terms and conditions under which all transactions placed with William Hill are accepted. We endeavour to resolve all betting disputes in a fair, consistent and equitable manner and engage with the Independent Betting Adjudication Service (IBAS) to assist in this.

THE GAMBLING COMMISSION OBJECTIVES EXPLAINED.

We fully support the Gambling Commission's licensing objectives and enshrine these in our policies and procedures for our UK Retail business.

OBJECTIVE 1.

To prevent gambling from being a source of crime and disorder, being associated with crime or disorder or being used to support crime.

OBJECTIVE 2.

To ensure that gambling is conducted in a fair and open way.

OBJECTIVE 3.

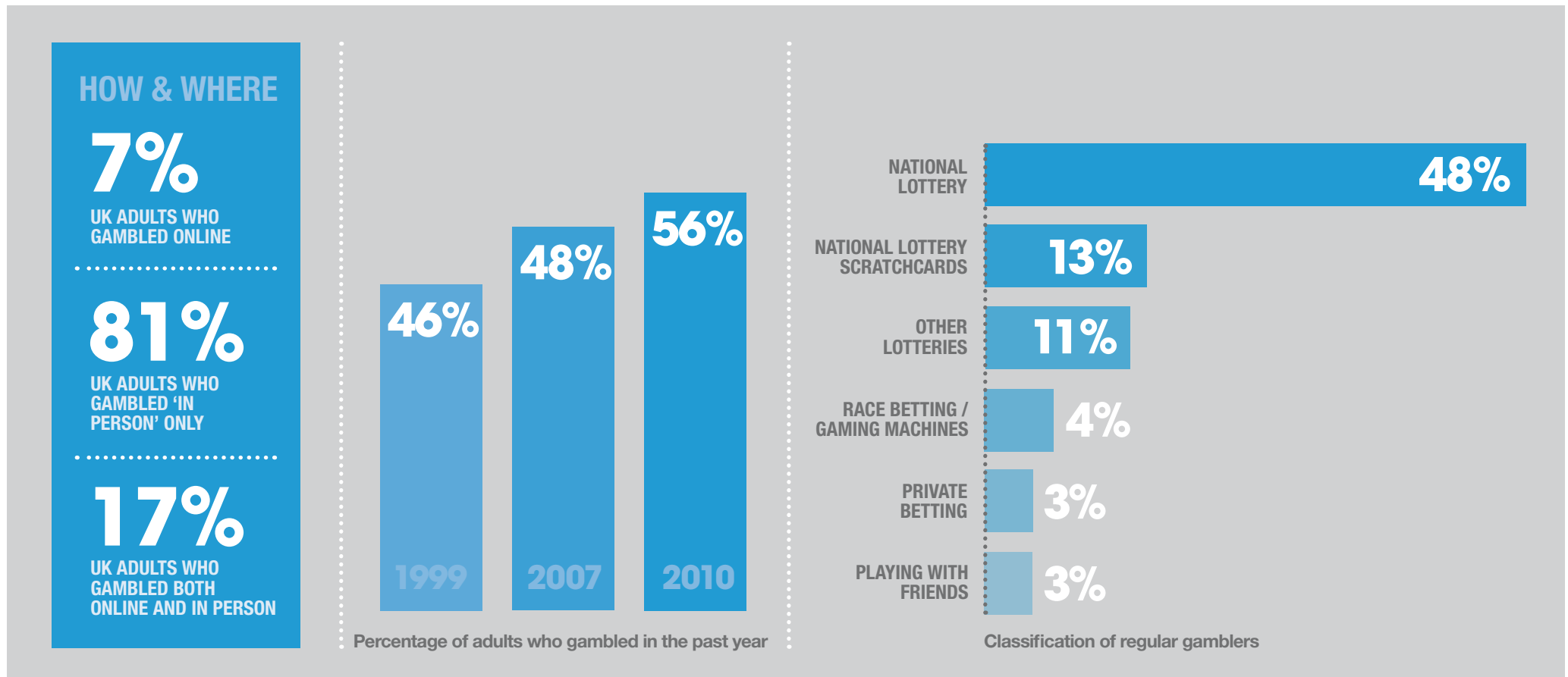
To protect children and other vulnerable persons from being harmed or exploited by gambling.

THE PREVALENCE OF GAMBLING.

FACTS AND FIGURES.

Gambling is a fun and popular pastime, ingrained in many cultures. According to the 2010 British Gambling Prevalence Survey¹, 73% of the UK adult population had participated in some form of gambling in the past year, equating to around 35.5 million adults. Even excluding the National Lottery, 56% gambled, primarily on other lotteries (25%), scratchcards (24%), betting on horse races (16%), playing slot machines (13%) and private betting (11%).

Men were more likely than women to gamble overall (75% for men, 71% for women). Participation was lowest among the youngest and oldest age groups and highest among those aged 44-64. Taking participation in all gambling activities together, past year gamblers tended to gamble more than once a week but not quite as often as twice a week.



1. 2010 British Gambling Prevalence Survey, National Centre for Social Research, prepared for The Gambling Commission. To access the report, visit www.gamblingcommission.gov.uk

PROBLEM GAMBLING.

OUR RESPONSIBILITIES.

For most people, gambling is an enjoyable leisure activity. For a small number of people, gambling can be a problem and we recognise our responsibility in helping to tackle that problem. The prevalence of problem gambling has been assessed in each of the three prevalence surveys (1999, 2007 and 2010), during which time the gambling industry has gone through a period of substantial change and growth but the prevalence of problem gambling has not changed significantly.

Two measures of problem gambling are used: the DSM-IV and the PGSI. In the 2010 survey, problem gambling prevalence was identified as being between 0.7% (PGSI) and 0.9% (DSM-IV) of the population.

This equates to between 360,000 and 451,000 adults aged 16 and over (to encompass the National Lottery age limit). This had changed from 0.5% and 0.7%, respectively, in 2007 but the authors of the report concluded these changes were either not statistically significant or on the margins of statistical significance. The vast majority of people – 92% – experience no problems from gambling.

The prevalence of low risk gambling was 5.5% and moderate risk gambling was 1.8%. The problem gambling prevalence rates in Britain are similar to those observed in other European countries (Germany, Norway and Switzerland) and lower than in countries like the US, Australia and South Africa.

“LESS THAN 1% OF THE UK ADULT POPULATION HAS A PROPENSITY TO HAVE A PROBLEM WITH GAMBLING.”

RESPONSIBLE GAMBLING TRUST - WWW.RESPONSIBLEGAMBLINGTRUST.ORG.UK

As part of our commitment to helping customers for whom gambling has become a problem, we fund research, education and treatment through the Responsible Gambling Trust. Since 2011, the industry has committed to provide at least £5m a year to fund this work. William Hill is one of the largest contributors, donating £821,766 in 2012.

GAMCARE - WWW.RESPONSIBLEGAMBLINGTRUST.ORG.UK

Support, information and advice is also available from Gamcare, a registered charity. Gamcare operates a free national telephone helpline (0808 8020 133) to provide confidential advice and support to anyone who needs help with gambling-related problems.

GAMBLEAWARE - WWW.RESPONSIBLEGAMBLINGTRUST.ORG.UK

One of the key services administered by the Trust is the GambleAware website. This provides a gateway to information about gambling in the UK, encompassing regulation, social responsibility and industry funding of research education and treatment, and also explains how to get advice for gambling-related problems.





PREVENTING CRIME AND DISORDER.

PREVENTING MONEY LAUNDERING.

Online gaming falls with the regulated sector for the purposes of money laundering and in the UK we also adhere to the Proceeds of Crime Act 2002. We have put in place a number of processes to detect and report suspicious activity, and to handle requests for assistance from law enforcement agencies and regulators, all of which is overseen by the Group's Money Laundering Reporting Officer (MLRO).

We train our colleagues to identify and to report suspicious activities that might relate to money laundering or use of the proceeds of crime. We also monitor high risk customers and changes in customer behaviour. Any Suspicious Activity Reports completed, whether in the shops or online, are submitted to the MLRO who assesses the report and, if appropriate, submits it to the regulator.

In 2011, the Gibraltar Regulatory Authority implemented its Anti-Money Laundering Code of Practice. This requires operators to have systems in place for training, reporting, customer due diligence, monitoring of customer activity, record keeping and screening of risk customers. These practices have been long established within William Hill Online and we assessed them twice during 2012 to ensure compliance.

Our procedures for monitoring risk customers are second to none, with daily checks of our customer database against databases of Politically Exposed Persons, international Sanctions lists and Special Interest Persons. Any individual identified against these lists either has their account closed immediately or is subject to enhanced monitoring. We also developed an anti-money laundering risk matrix for the shops, looking at over-the-counter and machine business, and debit card and Cash Direct activity. Each shop is rated as high, medium or low risk for the possibility of suspicious activity occurring within the shop and, each month, the risk matrix flags 70 shops for further investigation.

MAINTAINING BETTING INTEGRITY.

In addition to our extensive reporting to the Gambling Commission and the Gibraltar Regulatory Authority, we use our risk management systems to identify unusual betting activity.

Where appropriate, suspicious betting transactions are reported to the regulator and to the relevant sport's governing body for further investigation.

Contrary to popular media-led perception, there are relatively few suspicious betting transactions identified by William Hill, or the betting industry in general, in any given year.

PROTECTING CUSTOMERS' DATA.

With well-established Telephone and Online businesses, we handle substantial amounts of personal customer data and have put in place comprehensive security policies, procedures and standards to reduce the risk that information could be lost or stolen.

These cover the handling of both electronic and paper-based customer information, and we carry out security awareness training with employees.

We achieved compliance with the Payment Card Industry Data Security Standards across the Group in 2011 and regularly test the effectiveness of these systems.

PROTECTING THE VULNERABLE.

PREVENTING UNDERAGE GAMBLING.

Unlike National Lottery products which are available to anyone over the age of 16, our UK customers have to be aged 18 or over. To help enforce this age restriction, we have adopted a 'Think 21' approach in our shops and at the racetrack.

Our colleagues are required to seek proof of age from any customer who appears to them to be under 21 and are not allowed to accept a bet unless proof is provided. Every shop undergoes age verification tests through an external agency, Market Force, in addition to any tests conducted by the Gambling Commission and local authorities.

For Online and Telephone customers, we go through a series of checking procedures, also using external agencies, to verify a new customer's age within the initial 72-hour period following the opening of and deposit into an account. Thereafter, customers continue to be monitored for risk and fraud management reasons, and for anti-money laundering purposes. We use 'Know Your Customer' or 'Enhanced Due Diligence' checks against customers depositing more than €2,000 in a 24-hour period and run checks related to the source of their deposit.

HELPING PROBLEM GAMBLERS.

We provide a range of services to support customers for whom gambling has become a problem rather than a pleasure. Some customers take advantage of our self-exclusion facility, which is designed to prevent them betting or gaming with our business. Online customers can choose an exclusion period of at least six months and up to five years. They can impose a deposit restriction on their account when they sign up or at any point thereafter.

During 2011, we carried out a thorough review of the effectiveness of self-exclusion in Retail. Since April 2011, all new self-exclusions in Retail have run for an initial 12-month period, which can be extended annually either by telephone or in the shop.

If a customer wishes to start betting or gaming with us again at the end of their self-exclusion period, whether in the shops or online, they are still required to complete a further 24-hour 'cooling off' period before they are permitted to use our gambling facilities again.

During 2012, we have encouraged improved reporting from our shops of the engagement colleagues have with customers about possible problem gambling. Although the levels of engagement reported have increased substantially, the number of customers taking up self-exclusions measures has not changed significantly, giving us increased confidence that our systems are working well. However, we continue to monitor and to review our approach and to engage with advisory bodies to make any changes that may be helpful.



COMMUNITY ENGAGEMENT.

PARLIAMENTARY VIEWS.

William Hill has been part of our communities for many years, providing jobs and training for local people. We have a very positive story to tell and will regularly engage with individuals across the community. Several Members of Parliament recently spent time in their local betting shop to learn more about our business - with some even placing bets in aid of local charitable causes!

TRACEY CROUCH

MP FOR CHATHAM AND AYLESFORD



“Betting shops are a key part of our community. I met with staff from my local William Hill and was delighted to work with them recently to raise money for my local hospital’s children’s ward.”



Tracey Crouch MP presenting toys to her local Children’s Hospital after winning a charity bet.

ALEC SHELBRooke

CONSERVATIVE MP FOR ELMET AND ROTHWELL



“Many of my constituents work in William Hill’s Leeds headquarters, which provides around 800 jobs in the city.

I was staggered by the number of young people working at William Hill and what’s even more impressive is the opportunities William Hill offer young people to develop skills and progress within the company.”



“THERE’S SO MUCH MORE TO WILLIAM HILL THAN WHAT YOU SEE ON THE HIGH STREET.”

IAN MEARNs

LABOUR MP FOR GATESHEAD



“I have visited one of the local William Hill shops and have seen first-hand the importance that staff place on promoting responsible gambling amongst customers.

We can’t escape the fact that betting shops have been part of the fabric of local communities for 50 years and are part of the diversity of the high street.”



CHRIS EVANS

LABOUR MP FOR ISLWYN



“Before I was elected I used to work in my local betting shop and I have seen for myself how things have changed from back in the day.

Betting shops are now modern, clean friendly places where people from all different backgrounds can enjoy a bet.”



CHRISTOPHER PINCHER

CONSERVATIVE MP FOR TAMWORTH



“I welcome William Hill in Tamworth.

It promotes the town centre, provides jobs and is responsible and fair to punters – I want the business to ‘go long’ in Tamworth. I support William Hill’s recent expansion into the US where this truly British tradition of sports betting will be yet another example of a successful British export.”



GRAHAME MORRIS
LABOUR MP FOR EASINGTON

“In a safe and well-regulated environment, betting shops play an important role on our high streets as part of a diverse and vibrant retail mix. Having spent time with my local William Hill staff in my own constituency, I have seen at first-hand the effectiveness of the consumer protection measures that are in operation.”



Grahame Morris MP on a visit to his local William Hill.

PHILIP DAVIES
CONSERVATIVE MP FOR SHIPLEY

“Betting is far more acceptable in today’s modern society than it was 50 years ago. Today, betting shops are well regulated, safe, friendly environments where people of all walks of life can enjoy a bet.”



SIMON DANCZUK
LABOUR MP FOR ROCHDALE

“Betting shops are a part of a diverse retail mix. They bring jobs and training opportunities to the high street and can serve as a community hub in the local area.”



IAN LAVERY
LABOUR MP FOR WANSBECK

“Betting shops have been a part of our communities since the 1960s. Today betting shops are very well regulated environments, offering a wide range of products for customers and employment and training opportunities for local people in my area.”



Ian Lavery MP being shown the self-exclusion procedure by his local shop manager

NICKY MORGAN
CONSERVATIVE MP FOR LOUGHBOROUGH

“Visiting my local retailers and businesses is an important part of my work as Loughborough’s MP. I was impressed to hear of William Hill’s efforts to create a safe and friendly environment for customers and staff. I was delighted to place a winning charity bet during my recent visit in aid of local charity STEPS.”



Nicky Morgan MP donates her winnings to local charity STEPS

GEORGE MUDIE
LABOUR MP FOR LEEDS EAST

“I have visited my local William Hill and have seen for myself the level of training and the high standards of customer service that exist in the betting industry.”





CONTRIBUTION TO THE COMMUNITY.

OUR CONTRIBUTION TO SPORT.

Betting and sport have a long joint heritage. Since the 1960s, the UK bookmaking industry has supported the racing industry with a payment levied on our revenues from UK horseracing. Today, we pay up to 10.75% of UK horse racing revenues from our shops together with significant sponsorship investments and, more importantly, very substantial payments for pictures from the race tracks.

In addition, we pay a voluntary donation to the British Greyhound Racing Fund to help sustain that industry. These funds are used by the respective bodies for a wide variety of purposes, including animal welfare issues.

Through our two greyhound stadia we assist with greyhound welfare issues, including funding an establishment that houses up to 25 dogs for up to three months with the intention of permanently re-homing them. We also sponsor a number of major sporting events, particularly in the UK.

In 2012, we signed a ground-breaking sponsorship deal with The Football Association to become an 'Official Supporter' of the England football team, and 'Official Supporter' and 'Official Betting Partner' of the FA Cup.

William Hill Scottish Cup ►

139 years young, the Scottish Cup is the oldest Association trophy in world football. The 2012 final was an Edinburgh derby, the first time this had happened since 1896.





◀ **Official England Supporter**

This ground breaking partnership with the FA means William Hill is the first bookmaker to 'support' the England National team.

▼ **Official Betting Partner of The FA Cup**

We are the Official Betting Partner of one of the most prestigious knock-out competitions in world football – a first in the betting industry.



▲ **William Hill Grand Slam of Darts**

The only tournament in world darts where the best players from the PDC and BDO meet on the oche.

▶ **We sponsor some of the biggest events in the horse racing**

calendar, including the William Hill George VI Chase at Kempton and the William Hill Supreme Novices' Hurdle at the Cheltenham Festival during the National Hunt season, and two of the biggest handicaps in the Flat season, the William Hill Lincoln at Doncaster and the William Hill Ayr Gold Cup.



▲ **williamhill.com UK Snooker Championship**

One of the leading ranking events in the sport's calendar and part of the Triple Crown, it is watched by millions worldwide.



Your Car

Despite recent reports of several leading indicators showing a slightly positive trend, experts generally agree that the current global economic troubles are

SUSTAINABLE

The Effect

Few environmental issues

Alternative

of a percent of the population quarter, according to a Brown

CONTRIBUTION TO THE COMMUNITY.

OUR ENVIRONMENTAL FOOTPRINT.

Being a responsible business, we commit ourselves in our daily operations to reduce our impact on the environment. We are continuously looking for ways to improve the efficiency of our resources and to encourage changes of behaviour.

WASTE MANAGEMENT

We aim to minimise waste through recycling and re-use of materials. In our Retail estate we have worked with our supply chain partner Biffa to maintain good practice in waste recycling. In the past 12 months we recycled 5,726 tonnes of waste, representing 49% of all waste collected from our shops.

ENERGY AND WATER CONSUMPTION

We are reducing our energy consumption by using energy efficient lighting and electronic equipment, and installing energy saving devices. Since 2011, all new and refurbished shops and offices have been installed with T5 high frequency technology lighting and sensor systems. We have continued to roll-out the R22 Air Conditioning Renewal Programme which lasts from 2010 to the end of 2012. The programme is to replace all of the 900 older less energy efficient R22 air conditioning systems. We expect it will save at least 30% of the energy we consume once complete. We are also undertaking a comprehensive TV gantry replacement programme to switch to newer and more energy efficient LCD TV screens throughout our Retail estate. To reduce our water consumption, we are installing water saving devices in all new and refurbished shops and offices.

FTSE4Good Index.

OUR ENVIRONMENTAL FOOTPRINT.

Since 2005, William Hill has been a member of the FTSE4Good Index. The FTSE4Good Index Series has been designed to measure objectively the performance of companies that meet globally recognised corporate responsibility standards.



FTSE4Good

CARBON FOOTPRINT.

MINIMISING OUR IMPACT.

We aim to minimise our carbon footprint in a number of ways, including by challenging our new and existing suppliers, and by encouraging employees to travel less often.

We have, for instance, implemented a new company car policy that restricts choice to more fuel-efficient models, reducing the average CO2 emissions per vehicle by 13% over two years. In the Retail business, we have continually improved the energy systems we use in our shops, using low energy lighting in all areas and passive infra-red detectors to control lighting in lower usage areas.

Similarly, external lighting and display lighting are photocell-controlled to prevent operation during daylight hours, and time switches for display lighting reduce hours of operation. By gradually replacing the LCD screens on the TV gantries with the latest LED screens or video walls we are further reducing electrical consumption and heat dissipation. Heating and cooling is provided through energy efficient air source heat pumps, which are included on the UK Government's Energy Technology List. Heating, cooling and ventilation are time switch controlled to operate during core occupied hours.

MONITORING OUR CARBON FOOTPRINT.

In June 2012 the UK's Department for Food and Rural Affairs announced that all companies listed on the Main Market of the FTSE would be required to report their levels of greenhouse gas (GHG) emissions. The government is proposing that the regulations should come into effect for the first financial year ending after 6 April 2013, which for William Hill would be our 2014 reporting year.

In preparation for these new measures we have collated scope 1 (direct, e.g., vehicles, refrigerant gases) and scope 2 (indirect energy, e.g., electricity and gas) emissions and publish these in tonnes of CO2e for the first time this year. In due course, we will also publish an 'intensity measure', which will relate these figures to our activities in a more meaningful way.

These estimates of our GHG emissions cover our UK and international sites in line with our financial reporting requirements and exclude CFC refrigerant gases, such as R22. The calculations were completed using published UK and international conversion factors and in line with the latest guidance and recommendations as published by the UK Department of Energy and Climate Change.

OUR CARBON
FOOTPRINT ▶

51,557

IN 2012, OUR EMISSIONS WERE
51,557 TONNES OF CARBON
DIOXIDE EQUIVALENT.



OUR FUNDRAISING COLLEAGUES.

COMMUNITY ENGAGEMENT.

We seek to support the communities in which we operate through charitable donations and employee activities. Our Group policy on charitable donations aims to support groups close to our business and to encourage employees' fundraising efforts through a matching scheme. In 2012, we made charitable donations of £1,045,739 the largest proportion of which was £821,766 paid to the Responsible Gambling Trust in support of research, education and treatment of problem gambling.

Our colleagues are passionate about supporting charities that are close to home and close to their hearts. We support their efforts through our 'matched funding' policy, by which we make an additional donation equivalent to what they have managed to raise, either individually or as teams. In 2012, we made matched donations totalling £108,189 which was a 45% increase on the amount donated in 2011.

They've held coffee mornings, bingo evenings and fun days. They've Raced for Life, run triathlons, marathons, half marathons, 10k and 5k races. They've sky dived and bungee jumped. They've swum the equivalent of the English channel, cycled, climbed Ben Nevis and the Three Peaks, and gone from Land's End to John O'Groats. Over the next four pages are just some of the great fundraising activities undertaken by our colleagues.

- ▼ The Tel Aviv team have taken Project Africa to their hearts and raised more than £1,500 so far with a garage sale of olds CDs, books, toys, clothes, etc., and a 'Guess the number of pebbles in the jar' competition.



- ▲ Race for Life is always popular among the William Hill colleagues and we supported several teams in 2012, including **Monica Dingwall, Angela Pearce, Amanda Bellwood, Amanda Dunlop, Sheila Matthews, Jill Swatman, Jayne Driver and Wendy Hunt** from our Leeds offices who, together with four of their daughters and two greyhounds, raised £1,500 for Cancer Research UK by running the Race for Life and holding a cake sale.

▼ Our Bulgarian colleagues, **Maria Assenova** and **Dessi Georgieva**, will be taking their passion for mountain climbing to new heights in 2013.

In November 2012, they trekked to the heights of Everest Base Camp where they made their mark by unfurling a William Hill flag. Their lofty efforts earned them a place on a William Hill team trip to climb Mount Kilimanjaro in October 2013, in aid of both the Responsible Gambling Trust and Project Africa.

The Sofia team are also renowned for their generosity, regularly supporting local charities with donations of money and items.

In 2012, they raised funds for an eye operation for Goshko, a deaf and blind child, and supported Cedar Foundation which deals with children with disabilities, supporting their integration into society. They also threw themselves into raising funds for Project Africa, with a raffle for an iPad and a bake sale. ▶



▲ William Hill US may only have been in place since June 2012 but our colleagues in Nevada are already getting into the swing of things. To raise funds for Project Africa, the team ran a 'Pink Ballerina Hippo' contest, with colleagues voting on which member of management they would like to see dressed up as a pink ballerina hippo costume for the day. That privilege went to **Jeff Siri** and **Dan Shapiro**, raising \$1,735 in the process.



▶ **Kathryn Bratley, District Operations Manager** in the Doncaster area, has always been passionate about raising money for local charities and her team is just as committed. In 2012, they raised £15,000 for Pilgrim Bandits, a charity established by a small group of Special Forces veterans to help wounded soldiers and inspire them to live life to the full.

Their fundraising efforts included a sky dive by four of the team: **Nancy Atkinson, Kathryn Bratley, Kim McMurdo and Rachel Taylor.** The team has also received an Annual Recognition Award from the Yorkshire Air Ambulance for having raised £12,000 for them in 2011.



▶ Inspired by the Olympics torch relay and in recognition of the start of the Paralympics, our **West Region shop teams** staged a relay race of their own between more than 650 betting shops in aid of Cerebral Palsy Sport.

The three-week event set off on 13 August on two routes, one from Derby, one from St Ives. They visited all 651 shops in the region, with shop teams using any means possible – walking, running, taking the bus, cycling and even flying – to reach the next stop and ended up at Wembley Stadium. In doing so, they raised an astonishing £22,597.



FIND OUT MORE.

IF YOU WANT TO KNOW MORE ABOUT WILLIAM HILL, HERE'S HOW:

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