

**MAKING A
POSITIVE
DIFFERENCE.**

William **HILL**

THE REAL FACTS ABOUT BRITAIN'S MOST TRUSTED BOOKMAKER.

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**AS THE UK'S
NO.1 BOOKMAKER,
WE'VE BEEN
SERVING OUR
CUSTOMERS FOR
OVER 80 YEARS...**

...AND TODAY, WE
EMPLOY MORE THAN
15,000 PEOPLE
ACROSS
NINE COUNTRIES...

...WITH A PRESENCE IN
2,371 COMMUNITIES IN THE UK.



**A LOT HAS
CHANGED SINCE
OUR CEO STARTED
HIS CAREER
AT WILLIAM HILL
30 YEARS AGO.**

**“TODAY WE
ARE AN
INTERNATIONAL
BUSINESS, USING
TECHNOLOGY
TO PUT
CUSTOMERS IN
CONTROL.”**



JAMES HENDERSON
CEO

RESPONSIBLE
GAMBLING.

**RESPONSIBLE
GAMBLING
IS CENTRAL TO OUR
BUSINESS AND
HOW WE OPERATE.**

**IN 2015 WE
COMMITTED TO:**

Using technology to promote responsible gambling and to work with industry bodies to raise standards across the sector.

**AND IN 2016
WE'RE COMMITTING TO:**

- Further developing our use of behavioural analytics to ensure our customers stay in control.
- Introducing our multi-operator retail self-exclusion programme nationwide.
- Continuing to look at ways to protect the young and vulnerable.
- Endorsing responsible gambling advertising campaigns.
- Supporting research, education and treatment of problem gambling.

**WE'RE TAKING
STEPS TO PUT
OUR CUSTOMERS
IN CONTROL OF HOW
THEY GAMBLE.**

HERE IS WHAT WE'VE DONE.

- **INTRODUCED 'SET YOUR LIMITS'.**
- **INTRODUCED MORE PROMINENT, RESPONSIBLE GAMBLING MESSAGES ON OUR TV ADVERTS.**
- **CO-LAUNCHED AND FOUNDED THE SENET GROUP.**
- **SPONSORED A RESPONSIBLE GAMBLING TV CAMPAIGN.**
- **INTRODUCED GAMBLE AWARE WEEK.**
- **INTRODUCED CONTROLS ON HIGH STAKES PLAY.**
- **TRIALLED REGIONAL SELF-EXCLUSION INITIATIVES.**
- **DEVELOPED ALGORITHMS TO HELP AT-RISK CUSTOMERS.**

**AND FROM THE
VERY TOP OF OUR
ORGANISATION
WE ARE COMMITTED
TO DELIVERING
RESPONSIBLE GAMBLING.**

So we have a Corporate Social Responsibility Committee to ensure that this happens.

15,542
PEOPLE TRAINED

We train every one of our 15,542 colleagues in responsible gambling.

IN APRIL 2015, WE INTRODUCED REGISTERED PLAY.

Designed to restrict access to high stakes gambling on gaming machines in our betting shops.

Customers wishing to stake at higher levels now have to sign up to an account which enables us to direct responsible gambling messages to them.

Our Central Compliance team are there to help our customers with responsible gambling. Starting as a part-time cashier in 2011, Nandi is now managing a growing team in our London Head Office.

“We highlight potential risks to operators and support our shop teams in delivering our regulatory requirements.

“Our processes are continually changing to comply with new legislation and to give us the opportunity to do things better. It is important that we keep improving our processes to make sure they are effective and manageable.”



NANDI NAGAMAH
Retail Compliance Manager

OUR SELF-EXCLUSION PROGRAMME HAS BEEN REGULARLY UPDATED SINCE 2006.

For most people gambling is a fun, leisure activity but we recognise that for a small number of our customers gambling can get out of hand.

If a customer wants to take a break from gambling, we offer self-exclusion and signpost them to advice and treatment services where necessary.

In 2015 we piloted our cross-operator self-exclusion programme in Glasgow and London and in 2016 we will launch it nationwide.



FACT: In 2015, **36%** more customers excluded from our shops due to our strengthened approach to responsible gambling.

SAFE AND
SECURE.

**WHENEVER &
WHEREVER YOU BET
WITH US...
WE DO OUR BEST TO
ENSURE YOU DO
SO SAFELY.**

Throughout 2015, we welcomed over three million regular customers to our betting shops.

We take the safety and wellbeing of our customers and colleagues very seriously, which is why we continue to improve both our award-winning security measures and our health and safety processes.

**IN 2015 WE
COMMITTED TO:**

Working with community partners and the police to improve our training and monitoring systems to keep our customers and colleagues safe.

**AND IN 2016
WE'RE COMMITTING TO:**

- Continuing to regularly review our training and monitoring processes.
- Work closely with our cyber security team to keep our customers' data safe.
- Continuing to work with sports governing bodies to promote integrity in sports betting.
- Rolling out remote monitoring systems (Staff-Safe) to all of our shops.
- Continuing to review our strategies to reduce anti-social behaviour and robberies.

WE'VE INSTALLED
2000
REMOTE MONITORING SYSTEMS
IN OUR SHOPS

WE RISK ASSESS
**EVERY
SHOP**

WE OPERATE A
BUDDY SYSTEM
PROVIDING
SUPPORT TO OUR
COLLEAGUES

ALL SHOP COLLEAGUES ARE
TRAINED
IN CONFLICT MANAGEMENT

9/10
OF OUR SHOPS
HAVE SAFE-HAVENS

WE RUN ANTI-SOCIAL
**BEHAVIOUR
WORKSHOPS**

ROBBERIES DOWN
66%
IN THE LAST SIX YEARS

CCTV
IN EVERY SHOP



Our security teams annually risk assess **each & every** one of our betting shops.

**WE BELIEVE THAT
OUR COLLEAGUES
SHOULDN'T
HAVE TO TAKE
ANY VERBAL ABUSE IN
THEIR WORKPLACE.**

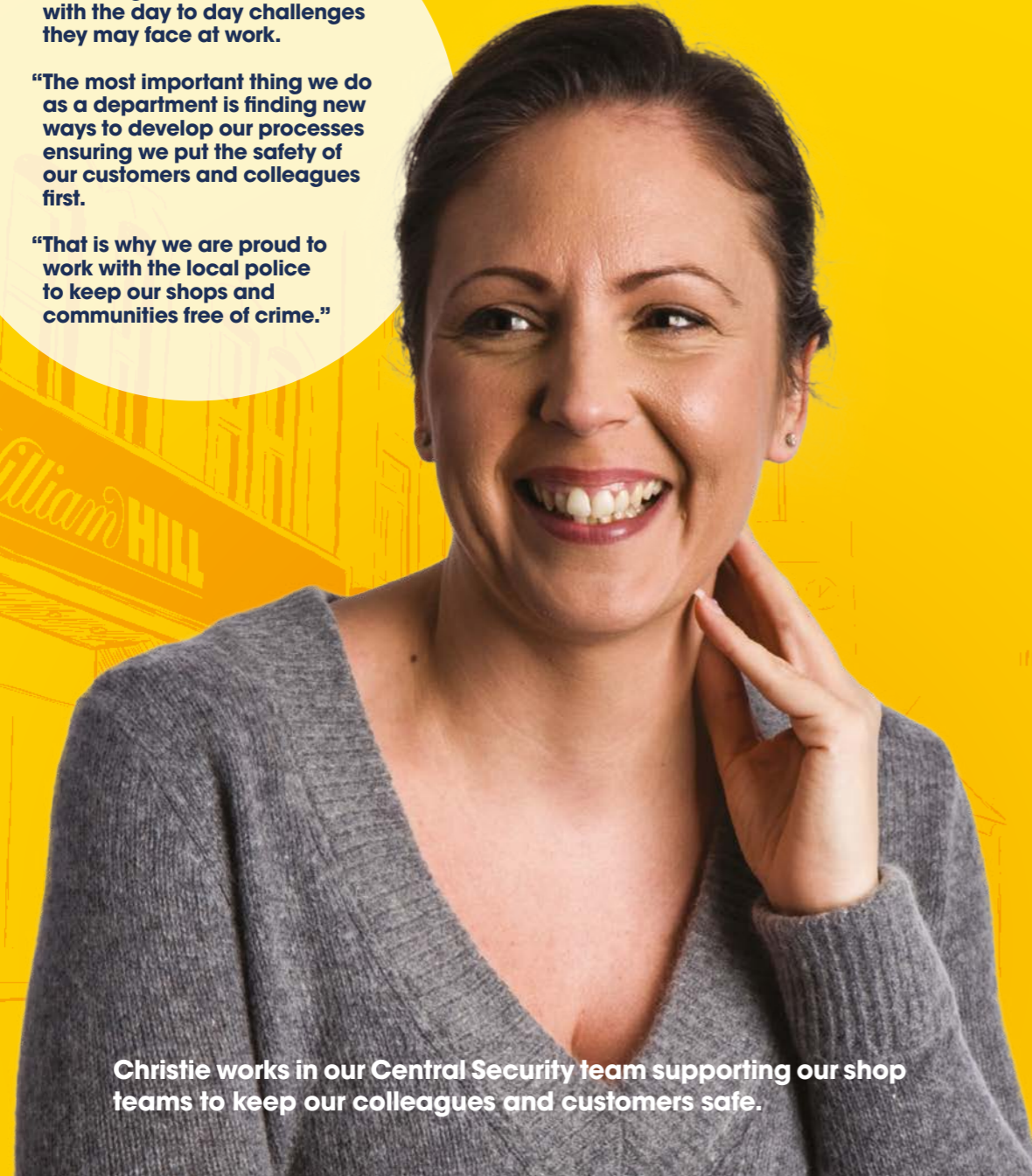
That's why we've always operated a zero tolerance policy.

"I enjoy being field based and coaching shop teams to deal with the day to day challenges they may face at work.

"The most important thing we do as a department is finding new ways to develop our processes ensuring we put the safety of our customers and colleagues first.

"That is why we are proud to work with the local police to keep our shops and communities free of crime."

CHRISTIE HASWELL
Security Investigator



Christie works in our Central Security team supporting our shop teams to keep our colleagues and customers safe.

THE SECURITY OF OUR CUSTOMERS' DATA IS REALLY IMPORTANT TO US.

We take the protection of our customer data and personal information very seriously which is why we constantly keep our security systems under review.

In 2015, we actively engaged with the UK government-sponsored Cyber Security Information Sharing Partnership and participated in a cyber threat sharing forum for our sector.

COMMUNITY.

**WE'VE BEEN
A PART OF LOCAL
COMMUNITIES
FOR OVER 50 YEARS.**

IN 2015 WE COMMITTED TO:

Launching a new Community Engagement Programme supporting our colleagues to get involved in charitable and local projects.

AND IN 2016 WE'RE COMMITTING TO:

- Launching our new community commitment 'Close to Home' across all of our international locations.
- Continuing to match funds raised by colleagues for good causes.
- Continuing to build strong relations with local communities through Business Improvement Districts.
- Continuing our partnership with Our Club to help get young people into work.
- Continuing our partnership with the Bobby Moore Fund, promoting the awareness of bowel cancer.

THAT'S WHY OUR CEO LAUNCHED CLOSE TO HOME.

We know that our colleagues have always supported good causes in their communities.

'Close to Home' is William Hill's community commitment, supporting colleagues who want to volunteer their time for local charities where they live and work.

CLOSE
TO
HOME





IN 2015 WE LAUNCHED NINE PILOT PROJECTS ACROSS THE UK...

IN ABERDEEN...

we supported a local food bank.

IN BIRMINGHAM...

we re-painted a local community centre.

IN BRISTOL...

we organised a fundraiser for a local boxing club.

IN GLASGOW...

we helped over 1000 people move into their new homes.

IN HARINGEY...

we ran interview skills and employability workshops.

IN LEEDS...

we partnered with a local hospice.

IN SOUTHWARK...

we volunteered in the local Age UK centre.

IN SWANSEA...

we got our hands dirty tidying up the garden at a local hospice.

IN TOWER HAMLETS...

we served breakfast in a local homeless centre.

...AND IN 2016 WE ARE GOING TO DO 20 MORE!

AND COLLEAGUES FROM OUR INTERNATIONAL OFFICES ARE MAKING A POSITIVE DIFFERENCE IN THEIR LOCAL COMMUNITIES TOO.

...like Natalie, our Community Champion in Tel Aviv, who organised Israel's first Street Store.

"Street Store offers a dignified shopping experience for homeless people.

"It was an amazing event that took a lot of blood, sweat and tears but was one of the most rewarding things I have ever done.

"For me, helping the homeless people and being the reason they smiled was simply the best feeling."



NATALIE SEEFF
Community Champion



“I was unemployed but thanks to the Our Club programme, supported by William Hill, I was given employability and interview skills and a work experience placement at William Hill which then turned into a full time position.”

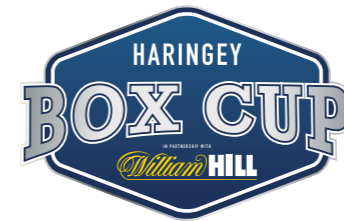
MUHIT MALIK
Our Club graduate - London

WE'RE ALSO PROUD TO SUPPORT OUR CLUB WHICH HELPS YOUNG PEOPLE LIKE MUHIT GET BACK INTO WORK.

We partner with Our Club, an employer-led social enterprise programme providing young people with employability and interview skills and the possibility of a job at the end of the programme.

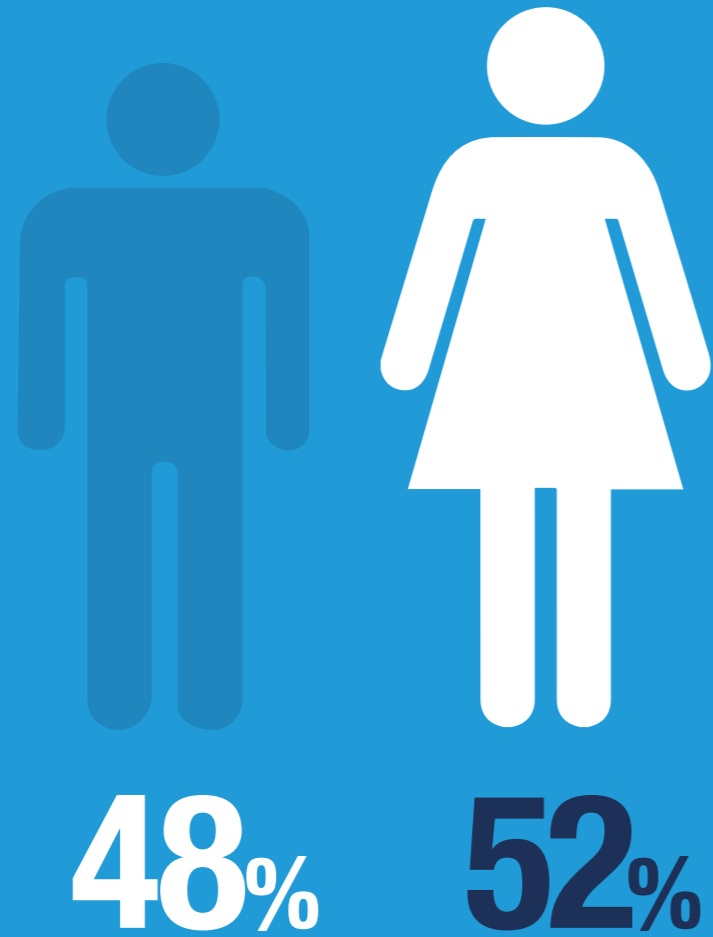
WE ARE PROUD TO WORK WITH A NUMBER OF PARTNERS...

...to make our communities a better place.



ROBBIE SAVAGE
Patron of the William Hill Foundation

FAIR
EMPLOYMENT.



FACT: 52% of our workforce are women...

**NO
ZERO**
HOURS CONTRACTS

FACT: ...and no one who works for us is on a zero-hours contract!

WE ALSO OFFER A RANGE OF DEVELOPMENT OPPORTUNITIES FOR WOMEN...

...Such as **Springboard**, a third party female leadership programme, which encourages and develops our female workforce to achieve their full potential by improving and building confidence and developing business skills.

“Programmes like Springboard are at the heart of William Hill.

“It taught me a lot about self-awareness and honesty, giving me the courage to make certain that I was working on areas which could really benefit me. Springboard motivated me to stand up and say what I wanted and to develop a network of people that could help me.”



KIRSTY SPINATTI
District Manager

**WE'RE INVESTING
IN TECHNOLOGY
AND INNOVATION
THROUGH OUR
START-UP
PROGRAMME.**

That's why we've invested **£150,000** in BetGame and are sharing our skills and knowledge to help them develop their eSports betting concept.

250+

APPLICATIONS

▶ **92** ◀

SHORTLISTED

FIVE
FINALISTS

ONE WINNER

BETGAME

OUR
COMMITMENTS.

OUR COMMITMENTS FOR 2016...

We have made good progress over the last 12 months and I am setting out some clear commitments for 2016 to continue to build on that progress.



JAMES HENDERSON
CEO

RESPONSIBLE GAMBLING.

- Further develop our online behavioural analytics to ensure our customers stay in control.
- Introduce our multi-operator retail self-exclusion programme nationwide.
- Continue to look at ways to protect the young and vulnerable.
- Endorse responsible gambling advertising campaigns.
- Support research, education and treatment of problem gambling.

SAFE AND SECURE.

- Continue to regularly review our training and monitoring processes.
- Work closely with our cyber security team to keep our customers' data safe.
- Continue to work with sports governing bodies to promote integrity in sports betting.
- Roll out remote monitoring systems (Staff-Safe) to all of our shops.
- Continue to review our strategies to prevent anti-social behaviour and robberies.

COMMUNITY.

- Launch our new community commitment 'Close to Home' across all of our international locations.
- Continue to match funds raised by colleagues for good causes.
- Continue to build strong relations with local communities through Business Improvement Districts.
- Continue our partnership with Our Club to get young people into work.
- Continue our partnership with the Bobby Moore Fund, promoting the awareness of bowel cancer.

FAIR EMPLOYMENT.

- Introduce the National Living Wage for all colleagues aged 18 and over.
- Launch a William Hill Apprenticeship programme.
- Continue to promote diversity of our workforce.
- Never use zero-hours contracts for any of our colleagues.
- Continue to provide on the job development opportunities to help our colleagues build a career.

To find out more visit williamhillplc.com or follow us  [@williamhillplc](https://twitter.com/williamhillplc)

William **HILL**

Detailed business performance can be found within the 2015 annual report which can be found at www.williamhillplc.com