

**MAKING A
POSITIVE
DIFFERENCE.**

William **HILL**

THE REAL FACTS ABOUT BRITAIN'S FAVOURITE BOOKMAKER.

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Established in 1934, we opened the doors of our first shop in 1966.

Today, four decades on we have a rich British heritage and a truly international footprint.

Our traditional high street presence is now complimented by a customer focused online business which has innovation at its heart.

I WANT OUR BUSINESS TO MAKE A POSITIVE DIFFERENCE. SO I WILL...

- ... Ensure responsible gambling is a central thread that runs throughout our entire technological development journey both in retail and on-line; allowing our customers to remain in control.
- ... Recognise colleagues, customers, regulators and the wider community as stakeholders in our business and work constructively with them.
- ... Use our size, scale and the talent within our team to achieve the same high regulatory and customer protection standards everywhere we do business.
- ... Create a working environment that recognises individuality, creates opportunity and rewards achievement to ensure we remain an employer of choice in each country we operate in.
- ... Deliver on our promise to support our local communities in a way that recognises that one size doesn't fit all.



**WE HAVE A PRESENCE
IN OVER 2300 COMMUNITIES
AROUND THE UK AND...**



**75% OF OUR SHOPS HAVE BEEN
A PART OF THEIR COMMUNITY FOR
OVER 20 YEARS.**

**FROM MODEST
BEGINNINGS
IN JERMYN STREET,
LONDON WE
NOW OPERATE IN
NINE DIFFERENT
COUNTRIES ACROSS
FOUR CONTINENTS.**

**WE RESPECT AND VALUE
THE UNIQUE NATURE
OF EACH OF THE
COUNTRIES WE OPERATE
IN AND WE'RE PROUD
OF THE CONTRIBUTION
WE MAKE TO THE
LOCAL ECONOMY AND
COMMUNITIES.**



OUR PEOPLE

William Hill is a people business. We're a big team, there are just over 16,000 of us and our people are our most important asset which is why we invest in, train and develop them, so that each and every one can reach their full potential.

It might surprise you to know that three of our last four CEO's began their careers on the shop floor.

**OUR SUCCESS
IS DOWN TO OUR
PEOPLE.**

**EACH AND EVERY
ONE.**

16,078

FACT: 13,480 work in the UK and almost a quarter of our colleagues are aged 18 - 24.

LIKE JULIE. SHE APPLIED FOR A PART-TIME JOB IN OUR HUNSLET SHOP IN 1989. 26 YEARS ON, SHE'S STILL SERVING THE PEOPLE OF LEEDS.

"I ABSOLUTELY LOVE GOING TO WORK, I ALWAYS HAVE. IT NEVER FEELS LIKE GOING TO WORK, MORE LIKE AN EXTENSION TO MY HOME. MY SHOP HAS A REAL VALUE BECAUSE IT'S A MEETING PLACE, MY CUSTOMERS ARE LIKE MY FRIENDS."



FACT: No William Hill employees are employed on **ZERO** hour contracts.

JULIE.
Shop Manager, Hunslet, Leeds

**SHOP TEAMS GRAPHIC
DESIGNERS PROGRAMME
DEVELOPERS AREA
MANAGERS RESEARCHERS
CUSTOMER SERVICES
ANALYSTS COMPLIANCE
OFFICERS DISTRICT
MANAGERS CALL HANDLERS
TRADERS WEB DESIGNERS
ACCOUNTANTS TEAM
LEADERS EVENT MANAGERS
SURVEYORS TRAINERS RADIO
PRESENTERS AND JIMMY,
OUR BARISTA!**

FACT: There's much, much more to a job at William Hill than you think.

**THE OPPORTUNITY TO
DEVELOP AND
PROGRESS MEANS
OUR PEOPLE CHOOSE
TO STAY WITH US
LONGER.**

**CURRENTLY AROUND 1,500 OF OUR TEAM HAVE BEEN
WITH US FOR MORE THAN 20 YEARS AND WE'VE 47
PEOPLE WHO'VE BEEN WITH US FOR OVER 40 YEARS!**

FACT: The average length of service of our shop managers is 14 years and our customer service assistants stay with us for around four years.

We are proud of our diverse team.

52%

FACT: Around 52% of our team are female and women make up 25% of our senior leadership team.



FACT: 16% of our people are over 50.

We take compliance really seriously and we're passionate about training. Last year our people participated in over...

440,000

FACT: Every one of us has received training in how to help our customers gamble responsibly.



“I WAS LOOKING FOR A COMPANY IN WHICH I COULD GROW AND DEVELOP AND FORM A STRONG CAREER. EIGHT YEARS ON, THE SUPPORT, GUIDANCE AND DEVELOPMENT I’VE RECEIVED HAVE HELPED ME GROW BOTH PROFESSIONALLY AND PERSONALLY.”

SEAN JOINED US IN 2007 AS A CUSTOMER SERVICE ASSISTANT, AGED 22. EIGHT YEARS ON, HE’S RESPONSIBLE FOR 135 SHOPS AND THE CAREER DEVELOPMENT OF OVER 750 COLLEAGUES.

SEAN

Area Operations Manager - West Midlands and Wales

OUR COMMUNITY

We know that for our business to thrive the communities where we operate need to thrive too. Which is why our colleagues up and down the country are committed to working in partnership with local people to make a positive difference and improve local neighbourhoods.

We want to invest back into the communities that our people and our customers are part. So we actively support and promote local causes and take action on local issues.

**WE OPERATE IN
HUNDREDS OF
COMMUNITIES ACROSS
THE WORLD AND
WE BELIEVE IN
MAKING A POSITIVE
CONTRIBUTION IN ALL
OF THEM.**

**LAST YEAR OUR
AMAZING COLLEAGUES
RAISED NEARLY
£220,000 FOR GOOD
CAUSES.**

**THEIR EFFORTS HAVE MADE A REAL DIFFERENCE. HERE'S
HOW THEIR HARD WORK HAS HELPED:**

**BUILDING A SCHOOL LIBRARY REGENERATION
PROJECTS TOY DONATIONS PROVIDING BOOKS FOOD
DISTRIBUTION TO THE HOMELESS INTERNATIONAL AID
SUPPORTING YOUNG PEOPLE COMMUNITY CLEAN
UPS DONATIONS TO LOCAL CHARITIES PROVIDING
EMPLOYABILITY SKILLS**

**CLOSE TO HOME WE
REMAIN COMMITTED
TO WORKING IN
PARTNERSHIP WITH OUR
NEIGHBOURS IN THREE
KEY AREAS:**



**SKILLS AND
OPPORTUNITY.**



**IMPROVING THE LOCAL
ENVIRONMENT.**



**CREATING OPPORTUNITIES
THROUGH SPORT.**

AND FURTHER AFIELD WE CONTINUE TO SUPPORT OUR PROJECT IN AFRICA.

IN JUNE 2012, WE MADE A FIVE YEAR COMMITMENT TO MAKE A REAL DIFFERENCE TO A SMALL COMMUNITY IN KENYA. IN THE FIRST TWO YEARS, WORKING IN PARTNERSHIP WITH LOCAL PEOPLE WE HAVE: BUILT AND STOCKED A LIBRARY, PROVIDED EVERY SCHOOL PUPIL WITH A NEW UNIFORM AND EQUIPMENT, BUILT ACCOMMODATION FOR TEACHERS AND SUPPORTED THE INTRODUCTION OF A NEW WATER SYSTEM SO EVERYONE HAS ACCESS TO CLEAN WATER. AND WE DON'T PLAN TO STOP THERE, WE HAVE ALREADY BEGUN WORK TO BUILD A BRAND NEW MEDICAL CENTRE.



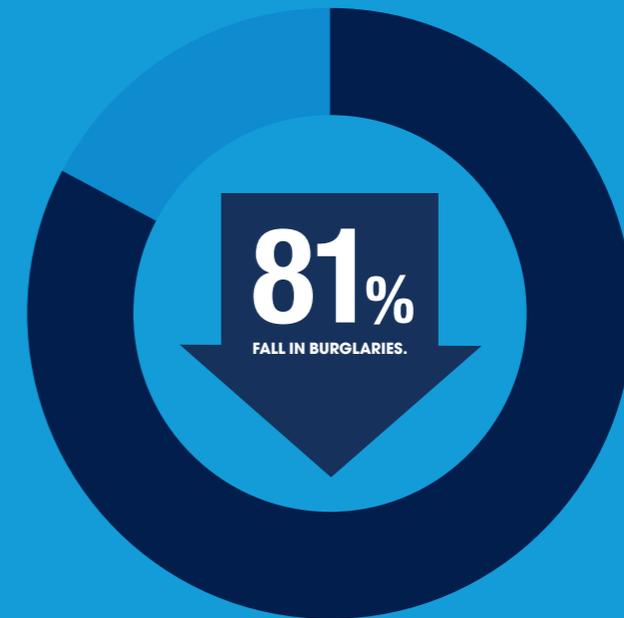
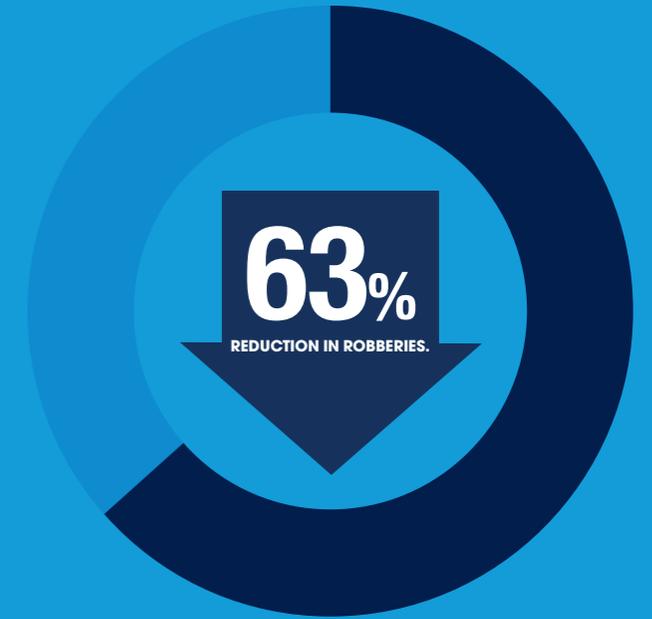
SAFE & SECURE

We want our customers to have the very best experience when they visit us, in shop or online, which is why: We are a founding member of **The Senet Group**, we invest more than any other bookmaker in research into responsible gambling and we use technology to give customers the tools and information to help them make informed choices about their gambling.

Regulation brings significant benefits: in addition to the tax revenues it generates and the employment it creates, it provides a fair and open system for customers, reduces crime and protects the vulnerable.

In 2014 we: introduced '**Set Your Limits**', committed 20% of our advertising space to responsible gambling information and stopped advertising gaming machines in our shop windows.

**THE ACTION WE HAVE
TAKEN WITH OUR
COLLEAGUES AND
PARTNERS OVER
THE LAST SEVEN YEARS
HAS SEEN...**



...AND WE WON'T STOP THERE. WE'LL CONTINUE TO WORK IN PARTNERSHIP WITH OUR PRIMARY AUTHORITY TO IDENTIFY FURTHER OPPORTUNITIES TO KEEP OUR CUSTOMERS AND COLLEAGUES SAFE.

IN 2015 WE WILL...

...CONTINUE TO IMPROVE OUR MONITORING SYSTEMS TO REDUCE ANY POTENTIAL INCIDENTS OF CRIME AND DISORDER.

...CONTINUE TO DELIVER AWARD-WINNING TRAINING, TO ENSURE OUR COLLEAGUES RECEIVE 'BEST IN CLASS' SUPPORT TO KEEP BOTH THEMSELVES AND OUR CUSTOMERS SAFE.

...CONTINUE TO BUILD STRONG COMMUNITY POLICING PARTNERSHIPS IN ORDER TO TACKLE AND REDUCE INCIDENTS OF UNACCEPTABLE ANTI-SOCIAL BEHAVIOUR.

Let's talk about
GAMBLING!



A LITTLE OVER £5

The average stake on a gaming machine is £5.13.

Source: RGT research 2014



In 2014 we facilitated **7,736** self-exclusions.

Source: William Hill Compliance



In 2014 we came out on top with an 85% pass rate for age verification.

Source: Senva Legal survey 2014



5,339 TIMES A DAY.

The number of compliance checks our teams carry out.

Source: William Hill Compliance



LESS THAN 1%

Under 1% of the adult population experiences problems with their gambling.

Source: Gambling Commission Health Survey for England, 2014



11 MINUTES

The average session length on a gaming machine.

Source: RGT research 2014



73% OF US DO IT!

That's **35.5 million** adults in the UK who gamble.

Source: The British Gambling Prevalence Survey 2010

£25

60% of regular gamblers spend less than £25 a month.

Source: Based on regular online or in shop gamblers - Kantar 2014

**WE WANT HAVING
A FLUTTER TO BE A
FUN AND ENJOYABLE
PASTIME. SO WE GO
ABOVE AND BEYOND
TO ENSURE THAT OUR
CUSTOMERS KNOW
THEIR LIMITS AND TO
STOP WHEN THE FUN
STOPS.**

WHEN THE **FUN** STOPS 

SO, IN CONCLUSION...



MY TEAM AND I ARE VERY PROUD OF WHAT HAS BEEN ACHIEVED SO FAR, BUT WE KNOW THERE IS ALWAYS MORE THAT WE CAN DO.

I KNOW FROM ENGAGEMENT WITH COLLEAGUES, REGULATORS AND PARTNERS THAT THEY WANT TO BE ASSOCIATED WITH A COMPANY THAT UNDERSTANDS ITS IMPACT ON SOCIETY AND LOOKS TO MAKE A POSITIVE DIFFERENCE.

AS YOU WOULD EXPECT OUR BOARD HAS ALSO SET EXPECTATIONS AROUND GOOD CORPORATE BEHAVIOUR. SO WE WILL CONTINUE TO STRIVE TO IDENTIFY AREAS WHERE WE CAN IMPROVE.

FOR EXAMPLE...



...WE WILL:

- Seek out **opportunities** within our business to ensure that **colleagues** are developed to their **maximum potential**.
- Soon be announcing our **new** Community Engagement Programme. It will **encourage** and **support** colleagues to get involved and active in charitable and local **community engagement** to make a **positive** difference in their local communities.
- Continue our work on the creation of algorithms to **assist** at **risk gamblers** on retail **gaming machines**.
- Continue to use our **founding member** status on **The Senet Group** and other industry forums to **raise standards** across the sector on issues such as advertising and self exclusion.



JAMES HENDERSON
CEO, William Hill

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

William **HILL**

Detailed business performance can be found within the 2014 annual report which can be found at www.williamhillplc.com