

## Communications policy

The Group places considerable value on the involvement of its employees and is committed to providing effective communication on matters which may affect them, and, more generally, the development and performance of the Group. This is achieved through formal and informal meetings, and employee representatives are consulted regularly on a wide range of matters affecting their current and future interests and are encouraged to raise any issues or concerns.

The Group produces an in-house magazine, Will2Win, six times a year, which is circulated to all employees. The magazine invites staff feedback and is designed to appeal to a broad readership base. Employees also participate in an annual Group-wide engagement survey in which they are able to express their views about working for William Hill.

The Group has established a staff council system to give a voice to all employees, and all staff council representatives receive specialist training and are allowed six 'consultation' days a year to talk to the people they represent and to prepare for meetings.

The retail staff councils meet at area level six times a year, chaired by the area operations manager, and comprise one cleaner or one customer service assistant and one shop manager or deputy manager per district. Representatives from the area staff councils attend the regional staff council, which meets three times during the year, and delegates from the regional councils are elected to the national staff council which is convened at least three times a year. The national staff council is chaired by the retail operations director and attended by the Group HR director, head of retail HR, an operations controller, area operations managers and district operations managers.

There are also staff councils in place for the major administrative centres, incorporating the internet, telephone betting and administrative employees, and these follow a similar format to that which has proved successful in retail.