

## Training and development policy

William Hill is committed to investing in the training and development of all employees.

Initial induction training is provided for all employees at the commencement of employment, supported if necessary by skills training relevant to their particular role. The Group undertakes to provide further training and development opportunities throughout individuals' careers to enable them to maintain and improve standards of performance, cope effectively with any changes to the work environment, develop their skills, and allow them to realise their full potential.

Where opportunities arise, on-job development will also be provided where appropriate, through secondments to other positions, departments or membership of special project groups.

The Group is also committed to raising staff awareness of social responsibility and responsible gambling and providing the necessary training in these areas.

A management development policy is in place which focuses on identifying individuals within the organisation who demonstrate the personal drive and ability to operate at a more senior level. The Group-wide performance management process identifies specific individual development needs and provides evidence of exceptional performance. For those who are seen as having the potential to succeed into senior management and leadership roles in the future, the performance management process forms the basis of the application to the Talent Board and entry into the Group-wide talent pool.

Selection for further training and development is always based on individual needs and abilities and the needs of the business.

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