



Corporate responsibility report 2013
Part B - Performance update

LEADING THE WAY

Contents

A global leader in betting and gaming with Group revenues of over £1,100 million⁽¹⁾.



Our core objective



Responsible relationships



Responsible operations

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The publication of our 2013 Corporate Responsibility (CR) Report marks the third year of our new reporting format. Our CR Report is split into two parts:

Part A – a principles document which outlines our overall approach to corporate responsibility.

Part B – a performance update capturing our performance against the KPIs we set ourselves and outlining our future objectives (this document).

Our report is in a digital only format, with both parts available on our website: www.ladbrokesplc.com

⁽¹⁾ Excluding high rollers

Fair play

Acting responsibly has always been a priority for us. Fair Play is built into the way we do business at Ladbrokes.

We uphold high social, ethical and environmental standards across the organisation and comply with all relevant legislation in our countries of operation.

Our CR goal is to remain a leader in responsible business practice. The success of our CR strategy rests on being a responsible betting and gaming business, developing responsible relationships and running responsible operations.

Leading the way in responsible betting and gaming...

Our industry continues to be the subject of public debate and over the past year a number of anti-gambling campaigns have received extensive media coverage. As a leading industry brand, we feel that it is our responsibility to engage with the debate, to provide relevant information and data to support public decision making and industry research, and to work with our peers and government bodies to continually improve standards in responsible betting and gaming.

We were pleased to see that 2013 saw an industry-wide step change in its approach to responsible gambling. Along with our peers, we were instrumental in developing the new ABB (Association of British Bookmakers) Code for Responsible Gambling and Player Protection ('the Code'), launched in October. This is the first Code of its kind to be published worldwide and it leads the way as a harm minimisation strategy.

We see the Code as a first step in an ongoing programme of implementing an evidence-based harm-minimisation strategy for the sector as a whole.

We have appointed a new Head of Responsible Gambling to implement the Code across Ladbrokes and during 2014 the Board will establish a new committee which will oversee our progress. By 2015 we will go even further and will include responsible gambling performance measures into senior executives' remuneration.

A positive influence on our communities...

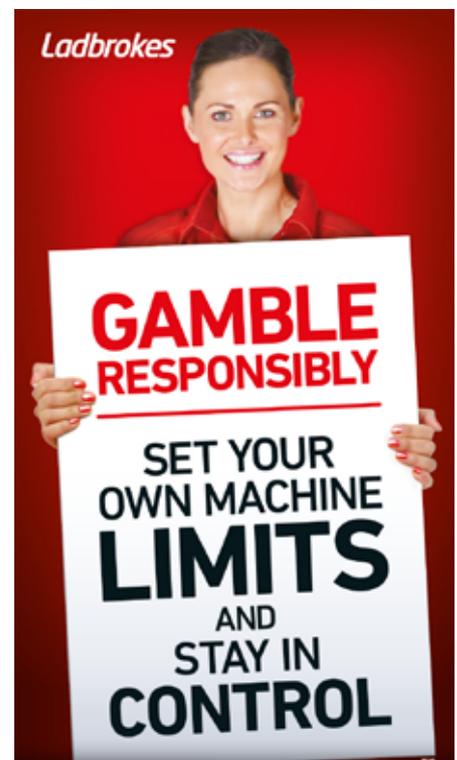
We contribute positively to the communities in which we operate, not only through direct and indirect employment and payment of taxes and levies, but also by supporting our communities to address issues of local and national concern.

Our vision is to be a good employer and to provide increasing opportunities for employment in our communities. 2013 saw the launch of our first UK-wide apprenticeship scheme, following a successful pilot in two regions of the UK.

We engage with our communities through the Ladbrokes Community Trust (LCT) and Ladbrokes Community Fund (LCF), and are supporting health, employment and education programmes throughout the world. One example was our support for the Coalfield Regeneration Trust's flagship programme for tackling worklessness amongst some of the most deprived former coalfield communities in England.

We work with our local authorities to reduce crime and anti-social behaviour both on and around our premises and in the UK have deepened our partnerships with Crimestoppers, the Association of Business Crime Partnerships and the Safe Bet Alliance (SBA). We have also established a partnership with the Police Community Clubs of GB which provide sporting opportunities and general citizenship information for communities across the UK.

We make economic contributions to our communities, both locally and internationally. In 2013, we contributed over £255 million in wages and salaries, of which £224 million was in the UK. We contributed £222 million in taxes to the UK Treasury and the greyhound and horseracing industries and generated over £19 million in taxes to 350 local councils in the UK. An additional £27 million was paid in taxes throughout the world.



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Engaging with our stakeholders

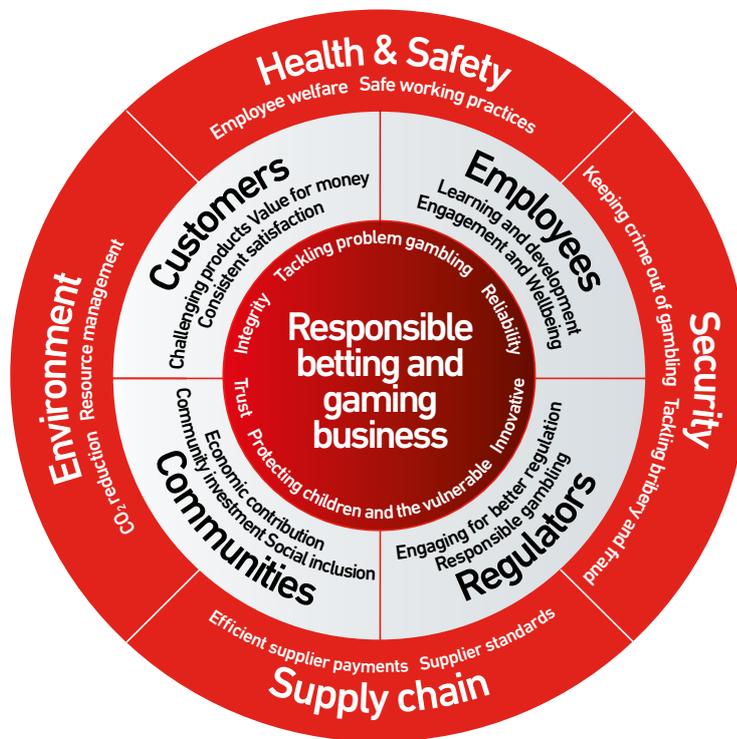
Our success relies on good relationships with all our stakeholders, whether that's our employees, customers, local communities or any of the businesses and governments that have an interest in what we do.

MEMBER OF
Dow Jones Sustainability Indices
 In Collaboration with RobecoSAM



FTSE4Good

Ladbrokes has a wide range of stakeholders. It is important to engage with them and stay informed of their opinions. This knowledge is vital to the long-term development of our business. We have a comprehensive stakeholder engagement programme in place to make sure that we engage at all levels in our organisation.



Who are we talking to?

GOVERNMENTS AND REGULATORS
 including:

- GB Department of Culture, Media and Sport;
- GB Gambling Commission;
- GB Health & Safety Executive;
- Belgium Gaming Commission;
- Governments of Gibraltar, the Republic of Ireland and Northern Ireland, Australia and Denmark;
- Regional governments in Spain; and
- Local authorities.

What are their interests?

- Providing an enjoyable and safe leisure experience;
- Making sure we operate legally;
- Minimising harm and maximising player protection;
- Ensuring that we protect the young and the vulnerable; and
- Reducing crime and unlawful behaviour.

How do we engage?

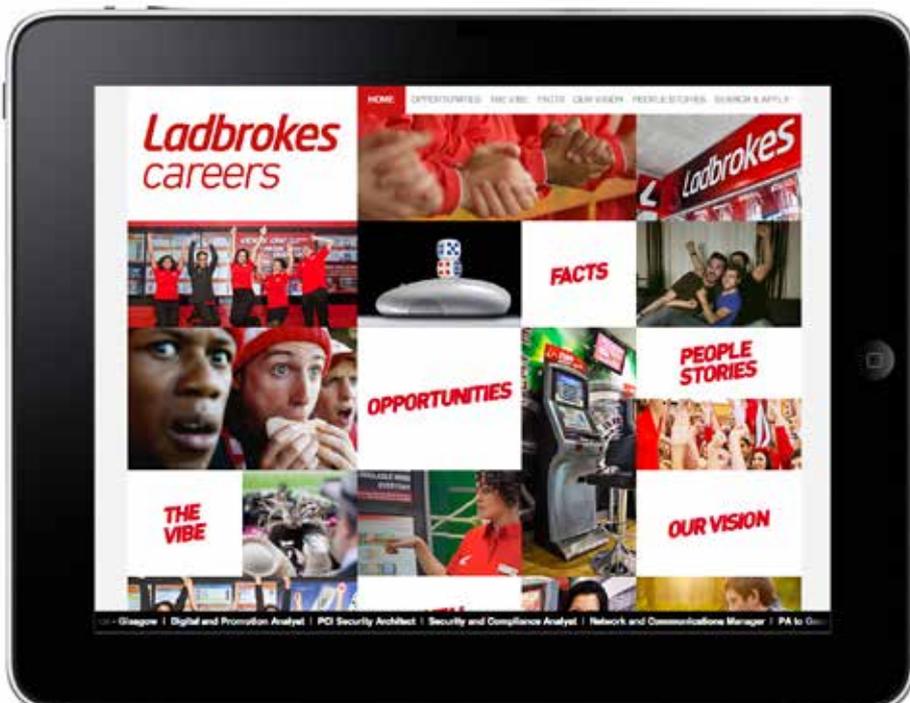
- Ongoing dialogue with regulators and local authorities, in particular, with regard to responsible gambling, health, safety and security;
- Liaison programme with MPs and Ministers;
- Regular communications with members of the All-Party Parliamentary Betting and Gaming Group;
- Partnerships with GB Health & Safety Executive and local authorities developing the primary authority scheme;
- Respond to formal regulatory consultations; and
- Suspicious activity disclosed to the GB Serious Organised Crime Agency and the Gibraltar Financial Intelligence Unit.

Who are we talking to?	What are their interests?	How do we engage?
EMPLOYEES	<ul style="list-style-type: none"> • Good, secure jobs with competitive pay and benefits; • A family friendly and flexible business; • Opportunities for learning and progression; • A safe place to work; • Minimising financial liabilities for the Company; and • Reducing crime and unlawful behaviour. 	<ul style="list-style-type: none"> • Staff Council and other consultative groups, e.g. relay group of senior managers; • Internal briefings/webinars and telephone feedback; • Employee e-newsletters, e.g. the Score and Heartbeat; • 'Speak Up' feedback; • 'Ideas from You' suggestions; and • Health & Safety Committees.
CUSTOMERS	<ul style="list-style-type: none"> • Best prices; • Excellent customer service; • An enjoyable and safe leisure experience; • Fairness and integrity in betting and gaming; • Financially safe transactions; and • Best in class product portfolio. 	<ul style="list-style-type: none"> • Voice of the Customer programme; • Product trial groups and focus groups; • 24/7 customer service team; • WOW! customer service nominations and feedback; • Feedback facility on the website; • Mystery shopper programme; and • In-shop, telephone and on-line help and information.
INVESTORS AND SHAREHOLDERS	<ul style="list-style-type: none"> • Provide open, honest and fair business relationships; • Manage material issues and risks; • Grow our business sustainably; and • Continue making profits for shareholders. 	<ul style="list-style-type: none"> • Annual report and accounts and CR reports; • Investor roadshows, AGM; • Face to face dialogue; • Socially responsible investment research; and • CR indices and disclosures, including the DJSI, FTSE4Good and CDP.
BETTING AND GAMING INDUSTRY	<ul style="list-style-type: none"> • Upholding responsible gambling behaviours, harm minimisation and player protection; • Maintaining a sustainable and economically viable industry; • Attracting and developing quality people to the sector; • Protection/enhancement of the industry brand(s); • Regulatory compliance; • Helping to protect the horseracing and greyhound industries; and • Leveraging economies of scale through supply chains. 	<ul style="list-style-type: none"> • Members of the Association of British Bookmakers and the Remote Gambling Association; • Lead industry forums on CR issues, e.g. Safe Bet Alliance; • Support responsible gambling charities and services through the Responsible Gambling Trust; • Sponsor horse and greyhound racing; • Members of the Horserace Betting Levy Board and Bookmakers' Committee; and • Voice of the supplier programme, working with partners and suppliers to improve products and business performance.
COMMUNITIES	<ul style="list-style-type: none"> • Provide a safe place to spend leisure time; • Reduce crime and unlawful behaviour; • Paying our taxes and contributions to the economy; • Helping to protect the horseracing and greyhound industries; and • Caring for the people who work for us and the society we live in. 	<ul style="list-style-type: none"> • Active members of Safe Bet Alliance – a collaborative venture between the ABB, Metropolitan Police, Local Authorities Coordinators of Regulatory Services and the Community Union; • Work in partnership with the Association of Business Crime Partnerships, a GB organisation working to reduce crime and anti-social behaviour in businesses and the wider community; • Supporting local communities and national charities through Ladbrokes Community Trust and Ladbrokes Community Fund; • Founder of Citizencard; and • Crimestoppers partner.

Performance highlights

Awards/Activities	Highlights of 2013
Promoting responsible gambling	Played a leading role in drawing up the Association of British Bookmakers Code for Responsible Gambling and Player Protection. Appointed a new Head of Responsible Gambling.
Investor recognition	Included in the Dow Jones Sustainability Index (DJSI) for the 11th year in succession, achieving maximum, world-class scores of 100% in the areas of responsible gambling and anti-crime measures.
Brand recognition	Maintained our position as the leading betting brand in the UK with 32% of adults spontaneously citing Ladbrokes before any other brand. The nearest competitor was at 18%.
Customer insight	Launched the Voice of the Customer programme, giving us insights across all our touch points and products to improve the customer experience.
Developing our employees	Training spend on Ladbrokes employees increased by 6.9% to £544,000.
Destination employer	Launched new recruitment portal and developed talent retention mechanisms. Received more than 330,000 job applications.
Environmental responsibility	Achieved global coverage of our GHG emissions data and maintained our drive towards energy efficiency.
Taxes and levies	Paid over £240 million in taxes and levies to the UK treasury, local councils and the greyhound and horseracing industry. This is an effective Group tax rate of 69.8% on profit ⁽¹⁾ .
Apprenticeships	Launched our first UK-wide apprenticeship scheme, a betting industry first. We employed 317 Customer Service Apprentices against a target of 200, having received 31,000 applications to join the scheme.
Leading the way in regulation	The first gaming business to establish a Primary Authority partnership with Milton Keynes covering age-restricted products. Now piloting a new Primary Authority scheme looking at fire safety.
Special commendation	Our Health & Safety manager got a Special Commendation for his contribution to better regulation from the UK Department of Business, Innovation and Skills at the Primary Authority Awards.

⁽¹⁾ Before exceptional items



Overall objectives	2013 Progress	2014 Plans
RESPONSIBLE BETTING AND GAMING BUSINESS  Completed	<ul style="list-style-type: none"> • Promoted an evidence-based debate over the role of machines and trialling software to proactively minimise the occurrence of machine problem gambling; • Developed best practice Code for harm minimisation and player protection for the industry, working in partnership with the ABB; • Appointed a new Head of Responsible Gambling; and • Continued delivery of bespoke anti-bribery and corruption training. 	<ul style="list-style-type: none"> • Implement all elements of the new ABB player protection Code by 1st March 2014 across the UK estate; and • The Board will establish a committee whose remit will include overseeing our progress on responsible gambling.
CUSTOMERS  Partially completed	<ul style="list-style-type: none"> • Extended customer satisfaction measurement across all channels and touchpoints; • Drove brand differentiation with a focus on excitement; and • Increase in multi-channel activity still work in progress. 	<ul style="list-style-type: none"> • Develop a set of retail standards to drive consistency of customer experience and product knowledge in our shops; and • Continue to develop our Digital offering with leading partners.
EMPLOYEES  Partially completed	<ul style="list-style-type: none"> • Continued implementation of Vision & Values; • Launched new recruitment portal and developed talent retention mechanisms; and • Business growth HR objectives still in progress. 	<ul style="list-style-type: none"> • Implement a new 'Women in Leadership' programme; and • Launch a new social media approach to engage with wider audience of potential recruits.
COMMUNITIES  Completed	<ul style="list-style-type: none"> • Paid over £240 million in taxes and levies to the UK treasury, local councils and the greyhound and horseracing industry; • Launched a UK-wide apprenticeship scheme, a betting industry first; and • Established strong partnerships with community organisations. 	<ul style="list-style-type: none"> • Scale up our apprenticeship scheme; • Promote and simplify charitable payroll giving through RewardArena; and • Develop our strategic ability to support local causes.
REGULATORS  Completed	<ul style="list-style-type: none"> • The first betting and gaming business to establish a Primary Authority partnership covering age-restricted products; and • Taking part in a pilot project in relation to fire safety, with the aim of including this in the Primary Authority Scheme. 	<ul style="list-style-type: none"> • Be the first bookmaker to implement the Primary Authority scheme on Fire Safety.
SECURITY  Completed	<ul style="list-style-type: none"> • Further improved our fraud screening processes; • Provided training on how to 'design out' crime in our shops; and • Launched a Positive Interaction training and awareness programme on dealing with anti-social behaviour. 	<ul style="list-style-type: none"> • Launch the new Ladbrokes Integrity Line operated by Crimestoppers to allow independent reporting of misconduct across the business; and • Rollout Positive Interaction training across the whole estate.
HEALTH & SAFETY  Completed	<ul style="list-style-type: none"> • Published a handbook on safety for cleaners at our shops; and • Improved our internal Health & Safety audit programme. 	<ul style="list-style-type: none"> • Integrate recent acquisitions and standardise our international health and safety policies and procedures.
ENVIRONMENT  Completed	<ul style="list-style-type: none"> • Achieved global coverage of our GHG emissions; and • Developed new GHG emissions targets. 	<ul style="list-style-type: none"> • Convert all UK shops to 100% LED lighting; • Keep our absolute emissions flat despite expected business growth; and • Establish group-wide energy-saving strategy.
SUPPLY CHAIN  Postponed	<ul style="list-style-type: none"> • Ongoing restructuring meant we had to postpone our review of the key social and environmental risks in our supply chain. 	<ul style="list-style-type: none"> • Review the main social and environmental risks in our supply chain.

Responsible betting and gaming business

We are a sector leader in responsible business practice and remain committed to staying ahead of the pack.



Ladbrokes has always placed a high degree of focus on responsible gambling. It is a core part of our values and a central component of our licence to operate. To this end, we have always trained our staff, promoted responsible gambling and funded research, education and treatment services.

Richard Glynn, CEO



Our core objective

2013 Objectives

- Promote an evidence-based debate over the role of machines and work proactively to minimise the occurrence of machine problem gambling
- Continue delivery of bespoke anti-bribery and corruption training
- Develop best practice for the industry, working in partnership to tackle problem gambling

Responsible gambling

Social responsibility is at the heart of our business. It is not a new issue and we are committed to evolving our procedures based on evidence and measured results. During 2013, we continued to help develop best practice for the sector, working in partnership with Association of British Bookmakers (ABB), Remote Gambling Association (RGA) and other relevant bodies to identify and tackle issues affecting the industry.

Our responsible gambling policy upholds the three aims of the UK Gambling Commission to:

- Protect the young and vulnerable;
- Prevent gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime; and
- Ensure that gambling is conducted in a fair and open way.

We have appointed a new Head of Responsible gambling to continue to lead our activities, so that we can remain at the cutting edge of our industry.

Harm minimisation and player protection

We were instrumental in developing the new ABB Code on Responsible Gambling and Player Protection, launched in October. The Code leads the way as a harm minimisation strategy and has been developed with support from leading gambling expert Mark Griffiths. It builds on the industry's long held policies and practices in this area and is the first Code of its kind to be published worldwide. Elements of the Code are not new to Ladbrokes and indeed reflect activities that we have been carrying out for some time. Others are truly ground-breaking.

It mandates improved performance across four levels:

- Providing adequate information on how to gamble responsibly;
- Providing tools to help customers better control their activity;
- Training staff to detect signs of potential problems; and
- Undertaking central analysis of data to spot signs of abnormal activity.

We want to provide customers with information so they stay in control of their gambling and equip shop colleagues with the skills and confidence to talk to a customer who is showing signs of problem gambling.

During 2013 we developed a new positive interaction training programme to help our employees better understand player behaviour, to encourage them to interact more in our shops and to have the confidence to intervene if they spot any signs of potential problems. This training is being rolled out across all our UK outlets and the materials have been made available worldwide for other locations to follow.

We recognise that technology can be used to help the minority of customers for whom machine gaming may be a problem. We have therefore been piloting new systems for player protection, involving both automated systems on machines and verbal/written tools for our employees, and better communication of responsible gambling information.

Supporting research, education and treatment

We continue to support initiatives to research, minimise and treat problem gambling through the Responsible Gambling Trust (RGT). Through our membership of RGT, we support a number of problem gambling charities, including the Gordon Moody Association, the Central and North West London National Problem Gambling Clinic and the GamCare Treatment Network. In 2013, we donated £674,375 to RGT and our CEO, Richard Glynn, continues as a trustee.

External recognition

We were included in the Dow Jones Sustainability Index (DJSI) for the 11th year in succession, achieving maximum, world-class scores of 100% in the areas of responsible gambling and anti-crime measures. We also remain a constituent of FTSE4Good, of which we have been a member since 2002. The entry assessment produced particularly high scores for our approaches to corporate governance and managing environmental issues.

Case Study

Graham Weir, our new Head of Responsible Gambling, talks about changes in the Industry and our response to the new ABB Code



The landscape has changed across the Industry on responsible gambling and the media is focusing on this issue on an almost daily basis. Local authorities, such as Liverpool, are increasingly looking to the Industry to respond. There is now common agreement across the betting Industry that bookmakers must step up their game to increase player protection and support those with gambling problems.

As a responsible business we recognise we need to be doing more and have lots of plans in place.

In 2013 we helped to develop the new ABB Code on player protection and are currently implementing it across our business. Some aspects of the Code

were not new to Ladbrokes, but others are new and cutting edge. We are creating objectives and performance measures for all our managers and our shop teams, to embed the Code in everything we do. During 2015 we plan to link responsible gambling objectives to the pay of our senior executives.

We want to create a positive agenda and help the public appreciate what we are doing to protect our customers and to hear a more balanced view of the issue. We accept that some of our customers have problems with their gambling and we will do our best to help them. But the vast majority of our customers enjoy their gambling in a safe and responsible manner.

Our plans for 2014

- We will continue to put responsible gambling and the issue of player protection at the heart of the Ladbrokes brand
- We will develop responsible gambling targets that will be reflected in executive remuneration including CEO and Executive Committee level
- We will encourage responsible gambling by raising awareness, providing information and tools to help customers help themselves to ensure they stay within their limits. We will also trial initiatives aimed at providing additional insight into 'at risk' behaviour and will share the results with industry colleagues
- We will improve the evidence base by providing learnings and data to the Department for Culture Media and Sport, The Gambling Commission and the Responsible Gambling Trust research initiatives
- We will help build on the progress made by the betting industry in harm minimisation over the last year, in terms of new set time and money limits and pop up warnings on machines included in the new ABB Code for Player Protection

Responsible betting and gaming

KPI	2013	2012	2011
Customer interactions regarding problem gambling	14,794	14,674	14,681
Self-exclusions made	14,798	12,579	10,269
Online age verification checks	712,367	869,285	752,672
Cash and in-kind contributions towards responsible gambling charities	£680,885	£656,510	£840,842
Whistleblowing incidents reported and investigated	5	4	2

Customers

As a global player in a competitive market, we focus relentlessly on delivering the best customer experience.



2013 Objectives

- Extend customer satisfaction measurement across all channels and touchpoints
- Drive brand differentiation with a focus on excitement
- Increase multi-channel activity

One of our key objectives for 2013 was to develop a more sophisticated understanding of customer satisfaction levels across all our channels. As a result, we launched the Voice of the Customer (VoC) programme. VoC is live across all Ladbrokes touch points and products, providing us with actionable insights to improve the customer experience.

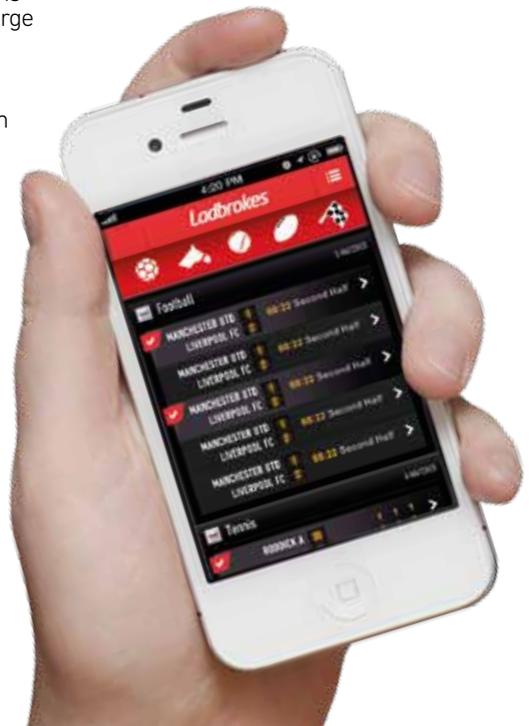
We know that our customers have increasingly high expectations of what they want from our mobile and digital products. To get ahead of the curve in product development, we have invested significant resources and struck up innovative partnerships with leading technology specialists.

In recent years, we have invested more in the Ladbrokes brand and we launched our new brand identity in 2012. We proudly remain the leading betting brand in the UK, with 32% of adults spontaneously citing Ladbrokes before any other brand in 2013. Our nearest competitor comes in at 18%.

We were the first betting company to launch a customer loyalty card – Odds On – in 2008. The total number of cards used in 2013 amounts to 616,749, representing 39% of Over the Counter revenue. The number is slightly lower than last year due to a surge in new cards used in 2012 when we extended the loyalty scheme to include machines. Since its inception, we have provided our customers with more than 7.5 million bets, of which just under 2 million were redeemed in 2013.

We continue to use the Net Promoter Score (NPS) to measure customer performance. We report publicly on our Mystery Shopper NPS score which decreased from 50.1% to 39.7% between 2012 and 2013. This is partly due to a shift in business priorities, resulting in a decreased focus on this particular strand of customer performance and partly because we continue to deliberately target our poorer performing shops in the Mystery Shopper programme. Other metrics, such as the Real Customer NPS, indicated higher levels of customer satisfaction.

Our service promises are incredibly important to the business, so we celebrate individuals and teams who go that extra mile. We encourage our customers and employees to recognise outstanding service using the Ladbrokes FanClub website. Through this, we received 1,284 WOW! Nominations in 2013, reflecting the great customer service and inspirational leadership of our employees. We celebrate the truly outstanding nominees at our annual Serious About Service Awards.





Our plans for 2014

- Develop a set of retail standards to drive consistency of customer experience and product knowledge in our shops
- Launch a new advertising campaign to further enhance Ladbrokes brand appeal
- Continue to develop our Digital and Mobile offer
- Re-energise our Odds On loyalty card offer
- Maintain position as number one betting brand in UK

Customers			
KPI	2013	2012	2011
Net promoter score	39.7%	50.1%	53.8%
Unprompted brand recognition	32%	28%	35%
Number of Odds On Cards used	616,749	665,340	581,390
Customer complaints	8,638	9,923	11,124
Customer complaints which specifically relate to a gambling transaction	1,177	829	1,148
Ladbrokes FanClub: WOW! nominations	1,284	1,090	2,506



Employees

Ladbrokes is a people-driven business. We aim to attract and retain the most talented and passionate people.



2013 Objectives

- Continue implementing Vision & Values
- Equip our employees to deliver business growth
- Launch a new recruitment portal and develop our talent retention mechanisms

*bold
buzz
Team
winners*

2013 was a tough year for us. The challenging market conditions and ongoing restructuring resulted in a bumpy ride for our employees, with redundancies being made across our business. Our partnership with Playtech and the establishment of Ladbrokes Israel also resulted in the transfer of jobs to that operation. Unfortunately, this impacted negatively on key human resources indicators, including staff turnover. While job losses are never pleasant, we firmly believe that restructuring the business in this way is key to ensuring our long-term survival as a profitable operation and an exciting place to work.

During 2013, we reviewed our talent retention and development programmes to help support our employees throughout their career with us, from apprenticeships through to leadership positions. We now have mechanisms in place to systematically induct, grow and advance colleagues, covering both personal development and specialist skills. The new learning and development approach also means that anyone facing redundancy will be given the tools and confidence they need to explore their future outside of Ladbrokes.

We welcome the UK Government's introduction of mandatory reporting on gender diversity and have disclosed fully on the issue in our Annual Report and Accounts. We realise that there is more we can do to bring women into the senior levels of our business. To address this, and to complement our existing initiatives, we have planned a new 'Women in Leadership' programme for 2014.

Ladbrokes RewardArena was launched to colleagues in Great Britain in 2013. This new portal offers one-step access to our reward and recognition programmes, including pension and share plans, Club Ladbrokes (our discount site for colleagues), Serious about Service and FanClub, Ladbrokes' key recognition tool. We are confident this will improve the colleague experience and aim to add more functionality in 2014.

We aim to position Ladbrokes as destination employer and candidate attraction is a key priority. We launched a new recruitment portal in 2013, Ladbrokes Careers, and we were pleased with the number of job applications in 2013, of which we had over 330,000. We will continue to develop the portal to give candidates the best experience of Ladbrokes through the entire recruitment process. A new social media approach, planned to launch in 2014, will allow us to engage a wider audience of potential candidates.

Having run company-wide employee surveys for the past two years, we have now switched to a biennial cycle of measurement. This will give us time to address the scale and complexity of the initiatives required and improve engagement. The new cycle involves one major survey followed by an action plan to tackle the priority drivers of engagement over a two-year period as well as localised 'pulse' measurements on a six-monthly basis.

2013 marked the third year of our cultural change programme, Vision & Values. We focused on bringing together line managers and created a new toolkit for them to take back into the business to drive employee engagement and performance. Our philosophy of line manager accountability and empowerment will continue as our Vision & Values programme evolves into 'business as usual' in the company.

The number of people receiving training decreased in 2013, however our overall spend increased by 6.9% to £544,000. This reflects fewer employees taking part in the Vision & Values programme in its current phase. We continue to prioritise training opportunities through multiple channels such as our intranet, workbooks and free workshops.

Total employees⁽¹⁾

As at 31 December 2013

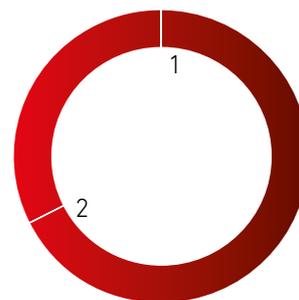
14,951

2013	14,951
2012	15,543
2011	16,447

Full-time and part-time employees (UK employees only)

As at 31 December 2013

- 1. Part time: **67.6%**
- 2. Full time: **32.5%**



Our plans for 2014

- Implement a new 'Women in Leadership' programme
- Develop a new social media approach to employee recruitment
- Train every shop team member in Positive Interaction and the new ABB Code for Responsible Gambling and Player Protection

Employees from ethnic minority groups in Ladbrokes compared to the average UK population

14.9%

2013	14.9%
2013	7.9%
2012	11.3%
2012	7.9%
2011	13.8%
2011	7.9%

■ Ladbrokes ■ UK average

Females by management grade:

- 1. Plc board
- 2. Directors of Group Companies
- 3. Senior Managers⁽¹⁾
- 4. All employees⁽²⁾

1	20%
2	10%
3	21.9%
4	55.7%

⁽¹⁾ Members of the Relay Group as of 31 December 2013.
⁽²⁾ UK employees only (86% of total employees).

Employees			
KPI	2013	2012	2011
Employees worldwide ⁽¹⁾	14,951	15,543	16,447
Female employees ^{(1),(2)}	55.7%	59.4%	60.4%
Employees from ethnic minority groups ^{(1),(2)}	14.9%	11.3%	13.8%
Average turnover for shop staff ⁽²⁾	33%	23%	21%
Average turnover for middle managers ⁽²⁾	35%	14%	25%
Employees receiving training ⁽²⁾	5,123	7,284	5,132
Annual spend on training ⁽²⁾	£544,000	£509,000	£665,000
Sickness days per employee ⁽²⁾	7.3	7.2	6.9
Employee engagement index ⁽²⁾	N/A	62%	65%

⁽¹⁾ Full and part-time employees in continuing operations as at 31 December, including joint ventures.
⁽²⁾ UK employees only (86% of total employees).

Communities

We contribute positively to the societies in which we operate through direct and indirect employment, payment of taxes and levies, and by supporting local communities.



2013 Objectives

- Develop our support for local causes through the Ladbrokes Community Fund
- Help create jobs for young people through our new apprenticeship scheme



Fresh face: Apprentice La'Toya Dwyer, based in Bristol with Paul Dyke, local District Supervisor.

As a major business with a presence in 24 countries and employing over 14,900 people, our contributions to the wider economy are significant. A report launched in March 2013 demonstrated that the British betting industry remains a key contributor to the UK economy, directly supporting 38,000 full-time equivalent jobs and generating £2.3 billion toward GDP⁽¹⁾.

In 2013, we contributed £255.4 million in wages and salaries, of which £224.3 million was in the UK. We generated £221.7 million in taxes for the UK Treasury and the greyhound and horseracing industries and paid a further £19.2 million in taxes to 350 local councils in the UK. Furthermore, we contributed an additional £27.3 million in taxes worldwide, bringing our effective Group tax rate to 69.8%. In a recent benchmarking exercise, comparing the

total tax contributions of some of the biggest companies in the UK, Ladbrokes' contribution was ranked 52 despite its market capitalisation ranking being only 85/92⁽²⁾.

Ladbrokes is the only bookmaker to have an apprenticeship scheme. 2013 saw the launch of our first UK-wide apprenticeship scheme, following a successful pilot in two regions of the UK. The fully supported, 12-month programme involves on and off the job training and development activities, which will result in an NVQ Level 2 Qualification in Customer Service and a management position within our shop estate. All our apprentices benefit from standard rates and an attractive benefits package, well above the UK Government's apprentice rate. In 2013 alone, we had over 31,000 applications to join the scheme.

Stakeholder comment

The Coalfields Regeneration Trust (CRT) has had a long standing relationship with Ladbrokes, dating back to 2004

Initially, we received support for a national initiative called Game On to engage young people in positive activities through football. Ladbrokes was crucial in getting the initiative off the ground. More recently, we have received support for the Family Employment Initiative. What's exciting to the CRT is working with a private sector partner who values our objectives and understands how these can make a difference to local communities. The partnership enables Ladbrokes to channel direct support into the heart of these communities in a very tangible way. Ladbrokes has a strong presence in the coalfields and understands the challenges many of these communities face. Businesses

want reliable and job ready individuals and our programmes have helped to make this happen. Given the reach of Ladbrokes in the coalfields, we would hope that its aspiration is also for the coalfields to be prosperous communities that provide opportunities for people to access employment and training. We are developing new and innovative opportunities that provide exciting potential for coalfield communities and we look forward to building on our successful relationship with Ladbrokes in pursuit of these.

Andy Lock

Head of Social Investment, The Coalfields Regeneration Trust

⁽¹⁾ "The Full Picture – 2nd edition. Measuring the economic contribution of the British Betting Industry", Deloitte and the ABB, March 2013

⁽²⁾ "Total Tax Contribution 2013 PwC Survey for The 100 Group of Finance Directors", PwC, December 2013

We exceeded our own target of employing a total of 200 Customer Service Apprentices by the end of 2013, and aim to take on at least 600 in 2014.

We provide our employees with the opportunities they need to support charitable causes and actively leverage the reach of our shops and brand appeal for this purpose. In 2013, our UK employees raised over £469,000 for our charitable trust, with our Irish colleagues adding another £84,000. The dedication and creativity of our employees meant Ladbrokes Charitable Trust (LCT) could donate £453,454 to good causes in 2013. Since its inauguration in 2003, £7.1 million has been raised for LCT.

Since 2012, we have also invested in community organisations in areas with a strong Ladbrokes presence through the Ladbrokes Community Fund (LCF). During 2013, we backed the 'Carry a basketball, not a blade' campaign in East London, run by the Newham All Stars Sports Academy. In addition to a cash donation towards the academy, our local shop teams helped out with practice sessions, attended matches, published a newsletter and promoted its place in the Newham community. Eric Tsui, a District Supervisor in the area, landed the inaugural Ladbrokes Community Award for his involvement.

We made a substantial donation to the Coalfields Regeneration Trust to launch a new employment initiative in the Dearne

Valley, the Family Employment Initiative. The Trust works with unemployed families and individuals by offering a free, one-to-one service to help people to find training and employment. Since the project started in early 2013, 80 people have been registered, with 34 of those finding employment, two starting on training courses and five signing up to do voluntary work. Needless to say, we have been delighted with the results achieved so far.

We continued our partnership with Cancer Research UK, including a donation of £150,000. A keen supporter since 2008, we have raised awareness and funds through initiatives such as Pink Party Week, Race for Life and the Bobby Moore Fund Quiz. Despite the seriousness of the cause, these events foster both laughter and engagement across our estate.



Eric Tsui in action at the Newham All Stars Sports Academy.

Our plans for 2014

- Scale up our apprenticeship scheme and take on at least 600 Customer Service Apprentices
- Develop our strategic ability to support local causes through the LCF
- Promote the charitable payroll giving scheme and LCT directly through RewardArena, our rewards portal

Communities

KPI	2013	2012	2011
Net revenue ⁽¹⁾	£1,111.2m	£1,053.3m	£980.3m
Operating profit ^{(1),(2)}	£138.3m	£206.1m	£193.5m
Taxes paid ⁽³⁾	£268.7m	£230.1m	£230.3m
Wages and salaries ⁽⁴⁾	£255.4m	£253.5m	£249.5m
Raised by employees for LCT in the UK	£469,230	£437,945	£515,178
Raised by employees for LCT in Ireland	£84,934	£88,736	£96,827
Contributions by Ladbrokes – time resources given to LCT in the UK	£1,201,754	£1,188,416	£1,160,137
Donations by LCT in the UK	£453,454	£337,688	£629,208
Cash and in-kind to all other charitable causes	£309,751	£324,423	£151,098

⁽¹⁾ Continuing operations, excluding High Rollers.

⁽²⁾ Profit before tax, net finance expense, amortisation of customer relationships and exceptional items.

⁽³⁾ Includes corporation tax, business rates, foreign tax, Machine Games Duty (MGD), Amusement Machine Licence Duty (AML), employers National Insurance Contributions (NIC), VAT, and other duties and levies.

⁽⁴⁾ Including pension contributions and share-based payment costs.

Regulators

We take a proactive approach to managing compliance, working together with relevant authorities and sharing our experiences with the wider sector.



2013 Objectives

- Further develop our regulatory partnerships to best effect for the business

The continued evolution of tax and regulation is a key influence on the development of our business. Ladbrokes seeks to play a lead role in ensuring that all governments and regulatory authorities where we are licensed to operate, fully understand our industry and its significant contribution to the economy, employment and taxes. Where we can, we seek to lead the way in regulatory reform.

We have an ongoing programme of engagement with government ministers and local councillors. In the UK, for example, we have a liaison programme with MPs and ministers, and regular dialogue with members of the UK All-Party Parliamentary Betting and Gaming Group.

During 2013, we met all regulatory requirements in all countries where we operate, including those of the British Government, the Gambling Commission of Great Britain, the Belgium Gaming Commission, the regional governments

in Spain, and the governments of Gibraltar, the Republic of Ireland and Northern Ireland, Australia and Denmark.

Our UK shops were subject to 139 health, safety and environmental inspector visits, of which none led to any enforcement notices or prosecutions for health, safety or environmental offences being issued.

We engaged with the Gambling Commission during 2013 to review our operations and controls relating to anti-money laundering and social responsibility. We acknowledged that there were improvements we could make to our own procedures and continue to take action on these. Specifically, we identified three areas of learning both for ourselves and the wider industry around:

- Managing trading and the competitive nature of the trading room in combination with meeting regulatory obligations, including managing risk to the licensing objectives;



Regional and Area Managers from Ladbrokes celebrate the launch of the new PA partnership with Milton Keynes Council and the BRDO.

Case Study

Primary Authority Partnership for Age Restricted Products

The Primary Authority (PA) concept was developed by the UK government in 2009 and is administered through the Better Regulation Delivery Office (BRDO). The aim is to provide businesses with a named local authority as their single point of contact for regulation. Businesses that participate in a PA benefit from a better working relationship with local regulators. Greater understanding of the business and its sector can improve the focus of inspections, reduce duplication of effort and ensure that issues that do arise are dealt with proportionately.

Three years ago, Ladbrokes was a pioneering bookmaker, developing a PA scheme with Liverpool city council to cover Health & Safety regulation. This has been a great success and has been recognised by the BRDO with a PA award in 2013.

In 2013 the scope of PA was extended to include age-restricted sales in England and Wales. Ladbrokes again led the way, developing a new partnership with Milton Keynes to cover age-restricted betting and gaming products. The new PA partnership was the first of its kind in the country and we were the first bookmaker to participate. The agreed inspection programme and guidance will be shared with other licensing authorities via the BRDO website when it is finalised.

- Identification of player risk across a range of products and platforms; and
- Managing anti-money laundering controls, including in connection with criminal investigations and responsible gambling obligations.

The Gambling Commission furthermore acknowledged the challenges faced by many gambling businesses in identifying potentially problematic behaviour among its customers. During and after the review, the Gambling Commission commented that Ladbrokes "conducted itself with commendable candour and openness during the discussions." We intend to co-operate further, working with other industry organisations and the Commission to ensure better policy and compliance across the betting sector.

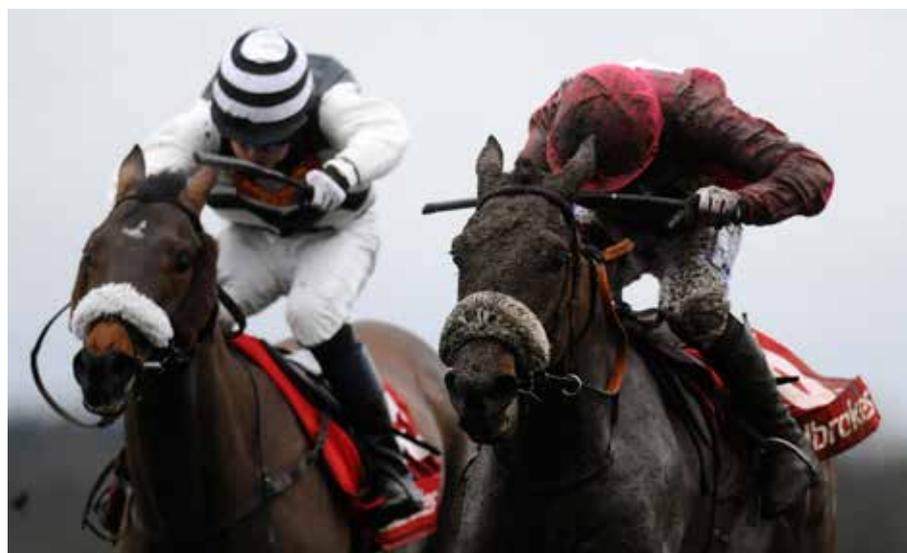
Our second pioneering Primary Authority relationship was initiated during 2013, this time with Milton Keynes City Council. The Council will act as a single point of contact for all our age-related products. As a testament to the success of this, and our existing relationship with Liverpool City Council for Health & Safety, we are now involved in a pilot scheme to trial a similar partnership covering fire safety. The work of our Health & Safety manager, Bill Bennett, in establishing these new regulatory frameworks has been recognised by the UK Better Regulation Delivery Office (BRDO), receiving a Special Commendation at the Primary Authority Awards 2013.

Our plans for 2014

- Continue to develop good working relationships with all our regulators and to continue leading the way in better regulation
- Be the first bookmaker to implement the Primary Authority scheme on Fire Safety

Regulators			
KPI	2013	2012	2011
Health, Safety and Environmental officer visits ⁽¹⁾	139	151	128
Enforcement or Prosecution notices issued	0	0	0

⁽¹⁾ Data for UK and Ireland only.



Security

We work with our peers and regulators to keep crime out of gambling.



2013 Objectives

- Run a course aimed at training property managers, security investigators and others on how to 'design out' crime when determining the layout of shops
- Run a training programme helping managers to better deal with anti-social behaviour in shops. As part of the programme, we will also communicate clearly to customers what kinds of behaviour will and will not be tolerated
- Continue improving our fraud screening processes

We continue to work with our local authorities to reduce crime and anti-social behaviour both on and around our premises. We were deeply saddened by the death of one of our employees earlier this year following a random violent attack in our shop in Morden. We worked with the police to bring the case to successful prosecution and ensured the family were helped through a difficult time.

One of the important risks to the health of our employees and our customers comes from breaches of security on our premises, such as robbery and theft. CCTV is installed across all of our UK retail estate, both to help reduce the number of incidents and to help protect employees and customers. We were also pleased to receive a 100% score from DJSI for our anticrime policy and approach.

During 2013 we strengthened our anti-crime partnership with the Safe Bet Alliance – a collaborative venture between the ABB, Metropolitan Police, Local Authorities Coordinators of Regulatory Services (LACORS) and the Community Union. Now in its third year, the Alliance has reviewed its guidance and will be reissuing the Voluntary Code of Safety and Security National Standards for Bookmakers in 2014. Demonstrating our commitment to safer working environments and our continued commitment to the Code, we have been trialling equipment to enhance the safety of lone workers. Wherever we operate with single-scheduling we ensure that:

- Business levels are low enough to make this feasible;
- Our staff have had enhanced training on safe working practices; and
- A full risk assessment has been undertaken showing that the specific shop has had no history of problems.

The Safe Bet Alliance has been in operation since 2009 and in the first two years in London alone there was a 60% reduction in robberies. This decline in offences has continued nationally, highlighting the sustainability of the initiative.

We continue to work in partnership with the Association of Business Crime Partnerships (ABCP), a UK organisation working to reduce crime and anti-social behaviour in businesses and the wider community. ABCP has initiated over 100 Business Crime Reduction Partnerships (BCRPs) across the UK. We are also represented on the ABCP board.



Security ⁽¹⁾			
KPI	2013	2012	2011
Burglaries and burglary attempts	76	69	96
Shop robberies and robbery attempts	184	196	172
Street robberies	4	10	10

⁽¹⁾ Data for UK and Ireland only.

Ladbrokes Anti-Money Laundering department proactively investigates suspicious cases in retail and in our telephone and online businesses. Any suspicious activity is passed onto the Serious Organised Crime Agency or the Gibraltar Financial Intelligence Unit. We conduct real time fraud screening on all new accounts and payment methods. The department also has good liaison with UK and international banks, national and international police and crime units and Interpol.

Whilst we strive to be more open with our customers on an individual basis, we have also been working on our data

security systems, maximising data protection and ensuring their privacy.

During 2013 we have developed a new 'Ladbrokes Integrity Line' in partnership with Crimestoppers. This will replace our existing whistleblowing arrangements. The freephone service will be operated independently and in confidence by Crimestoppers staff, which all colleagues in the UK – whether shop or office-based – can use to report concerns about corporate wrongdoing across the Company. The service will be launched and rolled out internationally during 2014.

Our plans for 2014

- Launch the new Ladbrokes Integrity Line operated by Crimestoppers to allow independent reporting of misconduct across the business

Case Study

Making our workplaces safer through the Safe Bet Alliance

Ensuring the safety of our employees, customers and visitors to our shops is of paramount importance to Ladbrokes. We have installed a number of safety and security measures within all our premises, including centrally controlled CCTV, and we track our performance on a continuous basis. Nevertheless we felt there was more to do. In 2009, to help raise standards across the industry as a whole, Ladbrokes became a founder member of the **Safe Bet Alliance (SBA)**. This is a joint stakeholder initiative, brought together to share best practice and define standards of safety and security for UK betting shops. Members of the SBA include the ABB, national regulators, local authorities and trade unions.

In 2010 the SBA developed the 'Voluntary Code of Safety and Security' outlining an agreed set of national standards for bookmakers. The standards outline a number of safety and security measures to be implemented throughout the shop and provide guidance on safe shop operation. The Code is particularly strong in linking national standards to risk, helping operators reduce the risk of robbery, and other forms of violence in the workplace.



The Code was piloted in several London Boroughs and in its first year contributed to a 46% decrease in the number of robberies against betting shops, with a 60% reduction seen after two years. The standards have since been rolled out nationally and successes are being seen elsewhere.

Ladbrokes betting shops already met, and in a number of areas exceeded the minimum standards set out in the document. Having said that, we are currently trialling equipment to enhance the safety of lone workers demonstrating our commitment to safer working environments and evidence our continued commitment to pushing the standards forward.

Ladbrokes continues to be an active member of the SBA and has helped organise a number of national events to raise awareness of safety and security in betting shops. The standards have recently been updated and will be published again in 2014.

“As a responsible business and a Public Limited Company, we are expected to uphold the highest standards of integrity in the way we work. One of the most effective ways of protecting our integrity and reputation is for colleagues to ‘speak up’ if they have genuine suspicions about wrongdoing.

Though incidents of corporate wrongdoing are rare at Ladbrokes, it’s important that we provide colleagues with reporting procedures they trust and understand. Crimestoppers successfully preserves the anonymity of thousands of callers every year so we hope that our partnership with them will encourage colleagues to speak up if they have genuine concerns about serious wrongdoing.”

**Jonathan Adelman,
General Counsel & Company Secretary**

Health & Safety

The wellbeing of our employees and visitors to our premises is business critical.



2013 Objectives

- Publish a handbook on safety for cleaners at Ladbrokes shops
- Make our internal audit programme more focused so that it covers key priorities and risks rather than all aspects of Health & Safety

As already mentioned, we sadly had one fatality on our premises during 2013, following a random violent attack in our shop in Morden. This has been thoroughly investigated by the police with our support. During 2013 we formed the 'Gold Group' to deal with serious incidents within the Retail estate and provide a more robust consistent approach in dealing with colleagues who have been involved. The group is made up from management in the following areas, Insurance, Legal, Security, Operations, Human Resource and Safety. Early indicators and feedback are encouraging.

Our own Health & Safety record was good during 2013. We had no work-related reportable fatalities or major injuries across our business and, following 139 health, safety and environmental inspector visits in the UK alone, no enforcement notices or prosecutions for health, safety or environmental offences were issued. 2013 saw a continuing reduction in overall accident rates and, as a result, we noted a drop in employee and public liability claims relating to incident and accidents on our premises.

Ladbrokes is the only company in the betting industry to provide internal training accredited by the Institution of Occupational Safety and Health (IOSH). During 2013, our Health & Safety department completed four of the above training courses with a total of 68 delegates successfully passing the assessments. Since 2003, 420 employees have been trained, including supervisors, regional managers, marketplace managers and investigators. This is in addition to the induction training given to all staff.

Ladbrokes was again the sole sponsor of the Suzy Lamplugh Trust National Personal Safety Day in October 2013. The day raises awareness of the simple, practical steps that everyone can take to help avoid violence and aggression and live safer, more confident lives.



Our plans for 2014

- Integrate recent acquisitions and standardise our international health and safety policies and procedures

Health & Safety ⁽¹⁾			
KPI	2013	2012	2011
Internal compliance audits	1,821	2,309	2,399
Success rate of internal compliance audits	88.8%	89.1%	87.9%
Employee accidents	127	132	157
Employee reportable incidents	9 ⁽²⁾	4 ⁽²⁾	16 ⁽³⁾
Employee reportable incidents per 100,000 employees	70	30	100
Public accidents	199	137	140
Public reportable incidents	0	0	0

⁽¹⁾ Data for UK, Ireland and Gibraltar only.

⁽²⁾ Over 7-day injuries reported to the UK Health & Safety Executive.

⁽³⁾ Over 3-day injuries reported to the UK Health & Safety Executive.

Environment

Within the betting and gaming sector, we have pioneered good environmental management performance and disclosure. We fully intend to maintain our leadership position and encourage our peers to follow suit.



2013 Objectives

- Comply with new mandatory GHG emissions reporting
- Develop new environmental targets

Our plans for 2014

- Convert all UK shops to 100% LED lighting
- Keep our absolute emissions flat despite expected business growth
- Establish group-wide energy-saving strategy

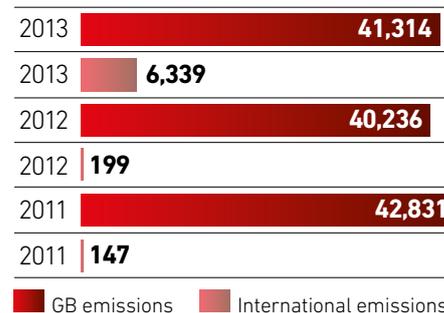
2013 saw us once again demonstrating environmental leadership within our sector. We are proud of our achievements and the efficiencies we have made over the past 10 years, as recognised in the high relative scores given to us by external benchmarks such as FTSE4Good and the Dow Jones Sustainability Indexes. In addition, we continue to measure our performance against our peers by taking part in assessments such as the CDP and the CRC Energy Efficiency Scheme.

In 2012, one year early, we beat our target of reducing our UK absolute carbon emissions by 21% compared to our emissions in 2008. This year we noted a slight increase in GHG emissions for the UK estate as a result of the cold winter and the hot summer. Following the introduction of The UK Government's mandatory reporting on greenhouse gas emissions, we have extended our coverage to include emissions for our operations in Belgium, Spain, Ireland and Gibraltar. Together these countries account for 13.3% of our total scope 1 and 2 emissions.

Our retail estate still accounts for the vast majority of our energy usage and this is where we focus our reduction efforts. Since 2012, all new shop fittings have included LED upgrades and more than 115 shops are now 100% LED lit. In 2014, we will embark on an ambitious programme to accelerate this roll out. We will convert all of our remaining UK shops to LED, replacing over 98,000 fittings. We expect to recoup the investment through savings in energy, maintenance and CRC costs in less than five years.

During 2013, we reviewed our performance and set a new emissions target. With plans for significant growth in the years to come, we aim to keep our absolute carbon emissions flat. This will require us to improve our energy efficiency further. Additionally, with growing international operations, we will share the lessons learned in the UK and establish group-wide energy initiatives.

GHG emissions from our Global Operations in Tonnes CO₂e (000s)^{(6),(7),(8)}



⁽⁶⁾ Based on 2013 UK DEFRA GHG reporting guidance and conversion factors and includes Scope 1: direct emissions from the combustion of fuel and Scope 2: indirect emissions from the purchase of electricity.

⁽⁷⁾ Emissions from our global operations include those arising from our businesses in the UK, Ireland, Belgium, Gibraltar and Spain. Data for our recently acquired businesses in Australia, Israel and the Philippines is not included. It is estimated (based pro-rata on headcount) that this will increase our global GHG emissions by no more than an additional 0.5%.

⁽⁸⁾ Excluding fugitive emissions from refrigerants, which represent less than 2% of GHG emissions from our business operations.

Environment			
KPI	2013	2012	2011
Energy (kWh)	109,127,600 ⁽¹⁾	88,713,366 ⁽²⁾	95,632,089 ⁽²⁾
Carbon and other GHG emissions ^{(3),(4)} (tonnes CO ₂ e)	52,373 ⁽¹⁾	44,054 ⁽²⁾	47,225 ⁽²⁾
Shop waste recycled (tonnes)	2,225	3,830	1,716
Proportion of shop waste recycled ⁽⁵⁾	122%	214%	102%
Average water use per shop (m ³)	120	121	117

⁽¹⁾ Data for UK, Belgium, Spain, Ireland and Gibraltar.

⁽²⁾ Data for GB only.

⁽³⁾ Includes Scope 1: Direct emissions from the combustion of fuel, Scope 2: Indirect emissions from the purchase of electricity and Scope 3: Indirect emissions from business travel and electricity transmission and distribution.

⁽⁴⁾ Re-evaluated using 2013 DEFRA GHG reporting guidance and conversion factors.

⁽⁵⁾ We recycle waste brought onto our premises by customers; hence our recycled volumes are higher than the waste we produce. The numbers include non-paper items such as pens, food packaging, drinks cans, memos, timesheets, and other materials.

Supply chain

We expect our suppliers and business partners to uphold high social and environmental standards.



Our plans for 2014

- Review the main social and environmental risks in our supply chain

Our view is that if our key suppliers don't know what we want and where we are going as a business, then we cannot get the best of their services and products. As a business, we are also serious about pursuing a collaborative agenda whenever we can. Hence, we have initiated a 'Voice of the Supplier' programme to create strategic alignment between us and our key suppliers. Through this programme, we have engaged systematically with our key suppliers to:

- Develop a broad picture of how our top suppliers view our strengths and weaknesses;
- Compare the quality of our supplier relationships with those of our competitors;
- Reveal what suppliers view as 'best in class' performance in critical areas of our business;
- Recommend a set of priority actions to assist in improving the way suppliers view Ladbrokes; and
- Provide a baseline against which to measure improvement activities.

Due to ongoing business restructuring, we were unsuccessful in delivering on our 2013 plans. We have repeated the objective for 2014.

Case Study

Banner Managed Communication

Our relationship with Ladbrokes started in 1998. Since then, the relationship has evolved in line with Ladbrokes' changing needs. We are now involved in many activities, from onsite design to warehousing of printed materials. Our relationship with Ladbrokes is very enjoyable and we find them very open and honest in the way we are managed. The Supplier Relationship Management process in place not only allows Banner to review the tactical elements of what we do on a monthly basis, but it also allows us to meet with senior directors on an annual basis to review the strategic objectives of our partnership. We also

play an important role in helping Ladbrokes' meet their environmental and social standards. We track the environmental impact of the printed products we supply. This includes selecting the correct papers in line with Ladbrokes' objectives, measuring and reporting usage of paper and selecting the production location based on the carbon impact of production and deliveries.

Dominic Harris
Client Services Director,
Banner Managed Communication

Performance at a glance



Our core objective

Responsible betting and gaming

KPI	2013	2012	2011
Customer interactions regarding problem gambling	14,794	14,674	14,681
Self-exclusions made	14,798	12,579	10,269
Online age verification checks	712,367	869,285	752,672
Cash and in-kind contributions towards responsible gambling charities	£680,885	£656,510	£840,842
Whistleblowing incidents reported and investigated	5	4	2



Responsible relationships

Customers

KPI	2013	2012	2011
Net promoter score	39.7%	50.1%	53.8%
Unprompted brand recognition	32%	28%	35%
Number of Odds On Cards used	616,749	665,340	581,390
Customer complaints	8,638	9,923	11,124
Customer complaints which specifically relate to a gambling transaction	1,177	829	1,148
Ladbrokes FanClub: WOW! nominations	1,284	1,090	2,506

Employees

KPI	2013	2012	2011
Employees worldwide ⁽¹⁾	14,951	15,543	16,447
Female employees ^{(1),(2)}	55.7%	59.4%	60.4%
Employees from ethnic minority groups ^{(1),(2)}	14.9%	11.3%	13.8%
Average turnover for shop staff ⁽²⁾	33%	23%	21%
Average turnover for middle managers ⁽²⁾	35%	14%	25%
Employees receiving training ⁽²⁾	5,123	7,284	5,132
Annual spend on training ⁽²⁾	£544,000	£509,000	£665,000
Sickness days per employee ⁽²⁾	7.3	7.2	6.9
Employee engagement index ⁽²⁾	N/A	62%	65%

⁽¹⁾ Full and part-time employees in continuing operations as at 31 December, including joint ventures.

⁽²⁾ UK employees only (86% of total employees).

Performance at a glance

continued



Communities			
KPI	2013	2012	2011
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Regulators			
KPI	2013	2012	2011
Health, Safety and Environmental officer visits ⁽¹⁾	139	151	128
Enforcement or Prosecution notices issued	0	0	0

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Security ⁽¹⁾			
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