Industry Initiatives:
Responsible Gambling
Collaborative Innovation

Annexes & Evidence Summary

Revealing Reality
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About this document
This document serves as a companion document to the Main Report. It contains a chronological documentation of the methodology and key stages of the project (including the research findings that were shared to the project team, stakeholders and working groups across the process).
Annex 1: Project Objectives & Background

PROJECT OBJECTIVES FOR ALL FOUR STREAMS

The overarching objective of all four work streams was to inspire communication and training ideas that promote behaviour change and the adoption of responsible gambling behaviours amongst mainstream players.

More specifically:

- Working with stakeholders to identify a vision for what good looks like in terms of socially responsible practice, and harm minimisation among ‘moderate risk’ gamblers
- Developing a framework for gauging the effectiveness of measures in relation to this vision
- Systematically identifying, assessing and adding to existing examples of best practice
- Gathering evaluative evidence of the extent to which these examples succeed –or may succeed –in ‘real-life’ in achieving the vision’s goals in terms of influencing user behaviour
- Understanding which practices are more/less feasible in terms of practical, affordable implementation

STRUCTURE OF THIS DOCUMENT

- The purpose of this document is to show our findings and thinking at each stage.
- We have chosen to structure the evidence summaries so that they are roughly chronological and follow the general project flow.
- All key findings and recommendations can be found in the main report, which accompanies this document.
  - Annex 1: Project Objectives and Overview
  - Annex 2: Methodological Overview
  - Annex 3: List of participants
  - Annex 4: Literature review & bibliography
  - Annex 5: Current Practice & other sources of innovation
  - Annex 6: Primary Fieldwork & Insights
  - Annex 7: Transition to the three-pillar structure
  - Annex 8: Ideas development & concept testing
  - Annex 9: 18 Feet SM concept ideas
  - Annex 10: Future Thinking report
Specifically:

- **Annexes 2 – 6** will be structured via the originally commissioned work-streams (product information, in-play messaging, training and social messaging).
- **Annex 7** will explain the transition to the new three-pillar framework developed by Revealing Reality over the course of the project. This new framework is underpinned by the research undertaken by Revealing Reality including, desk research, telephone interviews with experts, industry feedback & input & primary fieldwork insights.
- **Annex 8** will therefore utilise this three-pillar structure (enabling informed choice; improving self-awareness; and creating supportive environments) in order to reflect the structure used during the fieldwork for this phase.
Annex 2: Methodology

ABOUT THE APPROACH

The project was independently designed, facilitated and written up by Revealing Reality (www.revealingreality.co.uk).

The approach was designed to:

- **Promote collaboration**: Industry representatives were an integral part of the project (see Annex 3 for participants) – including attending working groups which played a pivotal role in shaping the content of the project & providing industry knowledge that helped to assess the realism and actionability of ideas.
- **Share good practice**: Gathering, collating and analysing existing industry practice was the foundation of the work – and all the operators involved in the project (and beyond) openly shared examples of their current practice and practical learnings.
- **Real-world realism & innovation**: Whilst existing practice was important, throughout the research the team used a range of primary and secondary research approaches to identify gaps in current practice and provide challenges to encourage innovation.
- **Role-model replicable methods & approaches to RG innovation**: Throughout it was important that the processes, tools and techniques we used could be replicated by operators in developing their own innovation approaches. For example, incorporating ‘agile’ or commercial market research techniques where appropriate.

METHODOLOGICAL OVERVIEW

PI, IPM & Training workstreams followed a roughly similar methodology working group discussion, followed by evidence gathering & analysis.

**Step 1: Reviewing current practice and knowledge**

Research team gathering and analysis examples of existing practice & reviewing evidence.

**Working Group 1**

Creating a shared vision

**Step 2: Identify gaps and remaining challenges**

Research team conducting site visits + new primary research players and staff across all sectors.

**Working Group 2**

Identifying gaps & challenges

**Step 3: Develop & test new ideas**

Research team developing ideas generated within the WGs & testing them with staff and players.

**Working Group 3**

Identifying gaps & challenges
### METHODOLOGICAL DETAIL

#### TRAINING

**SUBMISSIONS**
- Collected 50+ training practice submissions, including responses to a questionnaire sent out by IGRG.

**LITERATURE REVIEW**
- Conducted extensive literature review, including gambling related training materials and related worlds.

**EXPERT INTERVIEWS**
- Conducted 11 x expert interviews (see Annex 3 for all relevant expert information)

**WORKING GROUP ENGAGEMENT**
- 18 x one-to-one phone calls with working group members
- 3 x working group sessions across the project (1 x at the beginning of the project, 1 x prior to fieldwork / following submissions of training materials, 1 x following fieldwork)

**FIELDWORK**
- 20 x days-worth of place-based staff immersion, interviewing 90+ staff members (in both HQ roles & retail)
  - Sample included:
    - Staff from a range of roles, including player protection teams, marketing departments, learning & development, HR, operations
    - Staff across a range of levels of seniority – from head of division to cleaning staff
    - Staff with a range of lengths of service – from one week to 20+ years of service
  - Specific roles interviewed included:
    - ‘Front line staff’: bar staff, front of house, machine attendants, client care, chat moderators, customer services staff, shop floor staff, croupiers, general managers, area managers and supervisors etc.
    - ‘HQ’ staff: those working in marketing, compliance, social responsibility, legal, HR, PR, learning and development, CEOs, and MDs etc.
- Fieldwork visits to operator’s headquarters (HQ) and customer services departments included:

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[Diagram showing methodological steps and stakeholders]
Field visits to retail premises included:
- England: Genting (London), Hippodrome (London), Ladbrokes (London), Aspers (London), Cashino (London), Coral (London Woolwich), Pontins (Pakefield, Lowestoft), Gala (Birmingham), Grosvenor (Leeds), Mecca (Leeds), Jennings Bet (Southall), Tombola (Sunderland) & 4 x independent arcades in Brighton
- Wales: Castle Leisure (Merthyr Tydfil)
- Scotland: Genting (Glasgow)
- Ireland: PaddypowerBetfair (Dublin)

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<tr>
<th>Co-Design Session</th>
<th>5 x days in-situ co-design sessions with a total of 25 staff members</th>
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<td>Operators involved in concept testing included:</td>
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<tr>
<td>Tombola (Sunderland), PaddypowerBetfair (Dublin), Castle Leisure (Newport), Cashino, x 4 (Cardiff), Aspers (London), Jennings Bet (2 x London locations)</td>
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<tr>
<th>Product Information / In-Play Messaging</th>
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<td><strong>Current Practice Submissions</strong></td>
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<td><strong>Literature Review</strong></td>
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<td><strong>Expert Interviews</strong></td>
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<td><strong>Working Group Engagement</strong></td>
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<td><strong>Player Depth Interviews</strong></td>
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Players from the different sectors of the industry, for example – bingo, casino, sports betting, adult gaming centres and online.

In total 18 interviews were conducted. The figures below highlight the total numbers per gambling sector (as some players played across sectors)

- Bingo:
  - 5 x females, 1 x males
  - 2 x online, 4 x retail
  - 2 x electronic bingo
  - 2 x machine players
  - Age: 18-60
- Casino:
  - 2 x females, 4 x males
  - 4 x online/retail, 2 x retail
  - 2 x machine players
  - Ages: 21 – 45
- Lottery:
  - 1 x females, 1 x males
  - 1 x online only / 1 x online/retail
  - Both scratch-card and lottery players
  - Age 18-64
- Betting:
  - 5x Males, 1x female
  - 4 x online only, 2 x retail only, 2 x machine players
  - Ages: 26 – 55
- Arcades:
  - 2 x females, 4 x males
  - 1 x online, 1 x in pub, 4 x in AEGs
  - Ages: 18 – 64

Rapid concept testing with 40 x players across all gambling sectors around the country
- All groups had between 3 & 6 players and lasted between 60 & 90 minutes
- Players were shown gambling concepts either presented as a simple line drawing or as written statements on cardboard prompt sheets
- All concepts were rotated across the groups to avoid order effects
- Groups were audio recorded and there was a note-taker present
- All players were incentivised £40 for participating

Players recruited per the same recruitment specification as outlined in the player depth interviews method detail
- All group sessions were held in gambling venues, so researchers had the ability to understand player’s reaction to the concepts in a natural context (e.g. cafeterias, staff training rooms, quiet areas of the venue)
- All venues were selected by the research team and provided free of charge by operators

- Group 1&2: Coral Betting, Kent
  - Group 1: Mixture of online & offline betting players; 4 x men, ages 22 – 63;
  - Group 2: Mixture of online and offline betting players, 3 x men, 1 x women, ages 33 – 68
- Group 3&4: Cashino, Glasgow
  - Group 3: Mixture of online & offline arcade players; 1 x women, 3 x men; ages 21- 56
  - Group 4: Mixture of online & offline arcade players, 1 x women, 3 x men; ages 27 – 47
<table>
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<tr>
<th>SOCIAL MESSAGING</th>
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<tr>
<td>CURRENT PRACTICE EXAMPLES</td>
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<tr>
<td>Collected 50+ current practice examples in-field and from working groups.</td>
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<td>LITERATURE REVIEW</td>
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<tr>
<td>Conducted an extensive literature review, including gambling related and related worlds literature.</td>
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<td>Collected international campaign examples</td>
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<td>EXPERT INTERVIEWS</td>
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<td>11 x interviews with social messaging experts (see Annex 3 for further detail on expert interviews)</td>
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<td>WORKING GROUP ENGAGEMENT</td>
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<td>3 x working group sessions</td>
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<td>Collaborative working meetings with 18 feet &amp; rising</td>
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<tr>
<td>Attending Future Thinking research debrief presentation</td>
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<td>RAPID CONCEPT TESTING</td>
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- Group 1 & 2: Gala Bingo, Stratford
  - Mixture of online & offline bingo players
  - Group 1: 2 x women; ages 31 & 24
  - Group 2: 2 x men, 2 x women; ages 24 – 58
- Group 3: Online gambling, held at Gala Bingo Stratford
  - Mixture of online and mobile app players from across different gambling sectors
  - 3 x women, 1 x men; ages 35 – 55
- Group 5 & 6: Cascino, Manchester
  - Mixture of online and offline arcade players
  - Group 5: 2 x women, 2 x men; ages 19 – 39
  - Group 6: 2 x men, 1 x women; ages 34 – 45
- Group 7 & 8: Grosvenor Casino, Manchester
  - Mixture of online and offline players
  - Group 7: 3 x men; ages 19 – 64
  - Group 8: 2 x women, 2 x men, ages 19 – 57
- Group 9 & 10: Coral, Liverpool
  - Mixture of online and offline sports betting
  - Group 9: 2 x men, 1 x women; ages 20 – 51
### SAMPLING CONSIDERATIONS

When recruiting players both for the initial primary fieldwork and concept testing phase of the research, our sampling considerations were as follows:

### QUALITY ASSURANCE

We maintain a stringent set of processes to ensure that our work is ethically and environmentally responsible, with our systems based on widely recognised international standards. We are open about our research methods and maintained transparency and industry-wide collaboration throughout the project, as well as ongoing client engagement at every milestone. There has been director level engagement throughout every phase of the research and all fieldwork insights have emerged from ongoing internal analysis sessions as well as reflective sessions with industry & working group members. All fieldwork has been undertaken by a trained researcher and to maintain rigour, all fieldwork was recorded.
Annex 3: List of Participants

WORKING GROUPS

MESSAGING WORKSTREAMS (PI, IPM & SM): ALL ATTENDEES

- Miles Baron, Chief Executive, Bingo Association
- Simon Reynolds, Compliance Director, Ladbrokes Coral
- Graham Weir, Head of Responsible Gambling, Ladbrokes Coral
- Patrick Hassett, Compliance Manager, Ladbrokes Coral
- Lynda Atkinson, Head of Social Responsibility, Genting Casinos
- Stephen Smyth, Compliance Manager, Rank Group
- Anna Shirley, Marketing Director, Rank Group
- Anthony Boulton, Managing Director, Project Coin
- Phil Gibbs, Marketing Manager, Praesepe
- Greg Wood, Operations Director, Essex Leisure
- Daniel De Souza, Senior Retention Manager, Betway
- Nick Jackson, Head of Business Development, Welcome Break
- Lauren Iannarone, Head of Social Responsibility, Playtech
- Joanne Reynolds, Pontins

TRAINING WORKSTREAM: ALL ATTENDEES

- John White, CEO, BACTA
- Simon Reynolds, Compliance Director, Ladbrokes Coral
- Patrick Hassett, Compliance Manager, Ladbrokes Coral
- Lynda Atkinson, Head of Social Responsibility, Genting Casinos
- Vicky Grier, Head of HR & Training, Praesepe
- Hayley Jane Lee, Head of Risk and Compliance, Gala Leisure
- Marianne Carmody-Weir, Head of Regulatory Compliance and Audit, Aspers
- Matt Rogers, Training and Compliance Manager, Jennings Bet
- Vicky Knight, Machine Manager, Jennings Bet
- Viv Ross, Compliance Manager, Caesars
- Susan Lawson, Head of training and Development, Paddy Power Bet Fair
- Jane Palles, Head of Responsible Gambling, Paddy Power Bet Fair
- Gemma Hammacott, Compliance Executive, Castle Leisure
- Daniel Evans, Compliance Executive, Castle Leisure
- Rob Capener, Compliance Manager, Talarius / Novomatic
- Sam Holland, Head of People Development, Talarius / Novomatic
- Susanne Kennedy, Head of Community, Tombola
- Shontel Reed, Customer Services Manager, Tombola

PROJECT STEERING GROUP

- Iain Corby, Director of Operations and Development, Gamble Aware
- Miles Baron, Head of the Bingo Association
- John White, CEO, BACTA
- George Kidd, CEO, The Senet Group
- Jo Arden, formerly Head of Strategy, 23 Red
- Heather Wardle, Head of Gambling & Place Research Hub, GeoFutures Ltd.
- Julie Williams, Manager, Consumer Programme, Gambling Commission

### EXPERT INTERVIEWS

#### GAMBLING EXPERTS
- Janine Robinson M. Ed., CPGC Advanced Practice Clinician/Educator
- Professor Alex Blaszczyski, Professor of Clinical Psychology, University of Sydney
- Tracey Cochrane, Hospitality Educator & Compliance and Regulations Officer at Club Safe
- Dr. Jamie Wiebe, Director, Research & Development at RGC Plus
- Dr. John Kelly, Advisor of Responsible Gambling Council, Canada
- Mike Kenward, Business Development Manager at GamCare
- Dr. Sally Gainsbury, Senior Lecturer & Deputy Director at Gambling Treatment and Research Clinic
- Dr. Rachel Volberg, Principal Investigator, SEIGMA study.
- Dr. Jane Rigbye, Director of Commissioning, Gamble Aware
- Professor Mark Griffiths, Director of the International Gaming Research Unit, Nottingham Trent University
- Sonia Cadisch, eLearning Sales Manager at Gambling Compliance

#### RELATED WORLDS EXPERTS
- Tom Johnson, Creative Director, BBC
- Lucy Cooke, Strategic Communications, MHRA
- Colum Lowe, Researcher involved in the NHS Clean Your Hands campaign
- Hannah Wright, Researcher involved in Prevent Training
- Elaine Bramhall, Lead SATFAC trainer, Sage & Thyme Training
- Andrew Russel, Research and Insight Manager, Drinkaware
- Martine Parget (Business Director)
- Ollie Gilmore (Strategy Director), The Corner London
- Jo Arden, formerly Head of Strategy at 23 Red

### COLLABORATORS
- **Together Creative**\(^1\) – supported the Revealing Reality research team with creative ideas and visualisations for concept testing
- **18Feet&Rising**\(^2\) – are a creative agency who were jointly commissioned by Senet Group & Gamble Aware to develop a range of new campaign ideas with the Social Messaging workstream
- **Future Thinking**\(^3\) – are a research agency who were jointly commissioned by Senet Group & Gamble Aware to conduct research into Social Messaging

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\(^1\) [http://www.togethercreative.co.uk/](http://www.togethercreative.co.uk/)
\(^2\) [http://www.18feet.com/home/](http://www.18feet.com/home/)
\(^3\) [https://futurethinking.com/](https://futurethinking.com/)
Annex 4: Literature Review

This annex provides a summary of published literature that has informed our thinking across the project. It is by no means an extensive literature review, more a reference of work that we felt to be important throughout the process.

It is structured per the originally commissioned work streams, with the addition of an ‘introduction to Responsible Gambling’

- 4.1 Introduction to Responsible Gambling
- 4.2 Social Messaging
- 4.3 Product Information
- 4.4 In Play Messaging
- 4.5 Training

The documents referred to offer a far more comprehensive literature review, covering similar areas of work, and are a good starting point for those wishing to explore additional published works.

4.1 Lit Review Summary: *Introduction to Responsible Gambling*

**WHAT IS RESPONSIBLE GAMBLING?**

- Griffiths (2014) defines RG as any practice, intervention, message or support-system that prevents or reduces the potential harms associated with gambling.
- Blaszczynski (undated) argues that the assumptions underlying these responsible gambling principles are: 1) that safe levels of gambling participation are possible; 2) gambling provides a level of recreational, social and economic benefit to individuals and the community; 3) a proportion of participants, family members and others can suffer significant harm as a consequence of excessive gambling; 4) the total social benefits of gambling must exceed the total social costs; 5) abstinence is a viable and important, but not necessarily essential goal for individuals with gambling related harm; 6) for some gamblers who have developed gambling-related harms, controlled participation and a return to safe levels of gambling represents an achievable goal.
- The Australian Responsible Gambling awareness week noted that RG is maintained through ‘good decision making on the part of individuals’ as well as promoting the ‘concept of shared community responsibility for creating safer gambling environments’.
- Harm-minimisation can be seen as a form of public-health strategy, offering wider society an understanding about gambling and protecting the consumer at all levels of involvement (from novice player to those with more experience)— not solely focusing on problematic or pathological gambling. In a gambling related setting, harm minimisation practices should aim to ‘reduce the adverse health, social and economic consequences’ of excessive gambling by adopting not only a palliative, but a preventative model.
- Blaszczynski (undated) states that the aims of harm-minimisation programmes are: to protect and prevent individuals from developing gambling problems in the first instance, and to assist existing problem gamblers by: 1) providing relevant protective measures against continued loss of control/excessive gambling, 2) offering effective treatment/rehabilitation services.
- Blaszczynski *et al.* (2014) outline four approaches to harm minimisation: product-based, operations-based, community-based, and ‘other’
  - **Product-based approaches:** Arguably relates to the ‘core properties’ of each game and could include restrictions on ‘game parameters such as stake, size, speed, payment methods, payback percentage, partial credits, decimal wins, “losses-disguised as wins”, volatility and near wins’.
  - **Operations-based approaches:** These approaches may be enacted through an operator’s website, venue or through direct marketing. Components include: ‘restricting access to venues’, ‘facilitating control’, ‘facilitating awareness’ and ‘responsible marketing’.
  - **Community-based approaches:** Encompasses all efforts ‘beyond modifications to the game or approaches executed at a venue or site level’. This could include, education or...
prevention initiatives or location based restrictions on a number of venues, as well as social/media campaigns that have broader influence on normative values

- **Other considerations:** Includes staff training

- Jon Kelly argues that the ‘era of compliance-based’ RG interactions generated examples of ‘best practice, codes of conduct & standards’, as well as outlining what RG programmes could look like. However, industry is beginning to realise the need for player protection methods to become embedded in the cultural DNA of gambling organisations. For player protection and harm minimisation strategies to become ‘the norm’ they first need to be ‘integrated across all lines of business and units of operation’. The development of this so-called ‘RG mindset’ would allow operators to ‘realize that RG does not need to be the adversary of marketing or sales but is, rather, a contributor to business sustainability’.

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4.2 Lit Review Summary: Social responsibility (RG) messaging

RG messaging encompasses all the communication that help promote responsible gambling behaviour including advertising, leaflets, posters, the Gamble Aware logo, or information provided in venues.

ROLE AND IMPORTANCE OF SOCIAL MESSAGING

- According to Barry Hardy (former IGRG chairman), while RG messaging is highly important within gambling environments and should be given prominence and value, gambling advertising itself should also be ‘socially responsible’ in order to create safer gambling environments.

- The IGRG produced a code for gambling advertising in 2007, revised in 2015. It asserts that socially responsible advertising: 1) is a requirement of the industry that RG messaging should appear on all broadcast media, 2) all advertisements should aim to ensure that educational messages are displayed in such a way as to come to the attention of those viewing the advertisement, 3) there is merit in having at least a degree of commonality in educational messages.

- RG messaging, as with other forms of advertising, marketing or communications materials, has the potential to shape attitudes and social norms and have a ‘direct impact on behaviour execution’.

- Binde (2014) further suggests that socially responsible advertising has become the normative model in Europe, with many companies leading a shift towards a sustainable, and responsible business strategy.

- Monaghan and Blaszczynski (2009) note that many players ‘have difficulty initiating self-monitoring and self-awareness’, and find that ‘external cues could encourage appropriate behavioural regulation’.

- Parke, Wardle, Rigbye & Parke (2012) propose that RG social marketing could be a ‘preventative tool emphasising RG as a social norm, rather than as an intervention for PG’. They argue that social media is a valuable tool for the dissemination of information to groups of people. Due to the broad reach of social media and substantial evidence demonstrating the impact of social marketing in raising awareness and promoting behaviour change, it is important that social media is used to ‘promote a culture of responsible play rather than simply maximising player acquisition and revenue generation’.

- Blaszczynski et al. (2014) argued that for RG messages to have an impact on behaviour it must be prominent. They found that in the Canadian context, RG messages within

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advertisements were ‘on the periphery, within the “small print”’ and as such, unlikely to be noticed by players. They argue that there is some merit to the idea that there is a need to create a ‘standardised message that all members can adopt in order to present a consistent message’, though the ‘inconspicuous placement’ of such messages may result in them being ignored by the customer. Current embedding of responsible gambling messages as peripheral elements within British gambling advertising is likely to lead to the message being ineffective.16

According to A. Parke et al. (2014) a range of forms of messaging have the potential to increase player self-awareness, player control and the ability of players to make informed choices about their play—particularly where messaging is delivered effectively and ‘in the right moment’, it can provide players with the tools they need in order to shape their play.17

The Future thinking report (2016) prepared for the SENET found that in general, player self-awareness around their behaviours was low, but could be increased through the deployment of messages/prompts within the gambling environment.18

### TONE OF MESSAGES

- Dimofte et al. (2014) assert that one of the main tenets of good advertising is to appeal to the aspirational self - i.e. if you get people to see themselves in something and if they can see themselves striving towards that aspirational self, they are more likely to try and emulate such behaviours. The player’s realisation that membership in the desirable featured (or implied) behavioural group encourages the player to compare their own behaviours against the idealised ones (i.e. moderate drinkers wanted Heineken ad): “When idealised behaviours are…presented subtly – the ads were perceived positively, despite drops in self-image”19

- According to Galizio (2005) the more you reinforce healthy gambling behaviours as the norm, the more likely these are to be reinforced in players’ behavioural practices - particularly where the player’s ego/sense of self becomes tied to healthy, rather than unhealthy, behaviours. Positive reinforcement is most effective when it occurs immediately after the behaviour – the shorter the time between a behaviour and presenting the positive reinforcement, the stronger the connection will be.20

- In an article about proactive interventions using positive behavioural reinforcements, the University of Minnesota propose that there are four types of positive reinforcement:
  - **Natural Reinforcement:** Those that occur as a direct result of behaviour – i.e. girl studies hard and gets a good grade
  - **Token Reinforcement:** Points or tokens awarded for performing certain actions – i.e. something that could be exchanged for value
  - **Social Reinforcement:** Involves expressing approval of behaviour: i.e. “good job”

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18 FUTURE THINKING (2016) – see annex 10 for the full report


- **Tangible Reinforcement**: Involves actual, physical rewards such as toys/treats or other desired objects (most powerfully motivating type of reinforcement but needs to be used sparingly and with caution)\(^{21}\)

- Though there has been much research into the impact of negative behavioural messaging in public health campaigns. For example, Baumeister et al. argue that ‘bad is stronger than good’ and ‘avoid the bad’ messages are more powerful than those which promote healthy or ‘good’ behaviours\(^{22}\).

- A critical determinant of motivation is the perceived cost of complying. If the cost of complying is unattractive and outweighs the perceived benefits, it will therefore not motivate players to change behavior (i.e. play it safe – if gambling was played safe it would not be risk taking and would be unattractive. It is therefore easily dismissed)\(^{23}\).

### TYPES OF MESSAGES

- Floyd et al. (2006) conducted a controlled assessment of players showing them both educational messages combatting irrational gambling beliefs and warning messages about play within session. They found that those participants who were shown warning messages during play had significantly fewer irrational beliefs about their gambling and ‘demonstrated less risky gambling behaviours’\(^{24}\).

- Fischer et al. (1993) evaluated the effectiveness of health warnings on cigarette advertising. They found that the warnings they tested were insufficient at communicating health risks effectively. Whilst participants could recall the health message (66% of the cohort), they found that only warnings which were ‘novel, targeted and developed through a creative process’ functioned to effectively engage smokers.\(^{25}\).

- In general, the literature suggests that very ‘rational’ messages have a lower impact than irrational ones\(^{26}\), something that gambling experts believe is even more the case when gamblers are ‘in the zone’ (they know and understand many of them, but may not actually act on them ‘in the moment’).

- Monaghan and Blaszczynski (2009) found that signs designed to encourage players to reflect on, appraise, evaluate and self-regulate their actions have greater theoretical and empirical support than warning messages. Messaging should therefore encourage the application of self-appraisal and self-regulation skills rather than the simple provision of information on odds and probabilities.\(^{27}\)

- Messaging should focus on small changes in behaviour that highlight ways that social gambling becomes more secret/covert over time, or the way in which habits change and adapt over time to encourage players to appraise and understand their own behaviours.\(^{28}\)

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\(^{28}\) Future Thinking (2016) SEE ANNEX 10
Monaghan & Blaszczynski (2010) recommend considering making communication more 'emotionally driven' (rather than practical) in order to resonate with gamblers when they are in the ‘gambling mode'.

**SOCIAL MESSAGING EVALUATIONS**

Turner, Wiebe et al (2007) conducted a study into the awareness of RG and gambling behaviours with players in Ontario. They found that players tended to associate problem gambling with financial loss and possessed a ‘very narrow view of the issue of problem gambling’ – regarding it as a severe form of addiction rather than behaviours that anyone could display at certain times. The majority of their respondents (65.8%) were not aware of any RG initiatives, though they found that slot and instant lottery players were more likely to be aware of such initiatives.

The 2015 report for the Senet Group into the effectiveness of ‘When The Fun Stop, Stop’, campaign highlighted that awareness levels of the campaign are high. TV ads were found to have ‘achieved a high level of stand out and memorability’. The research found that over one-third of regular gamblers can recall the campaign and have suggested that it has prompted them to approach their gambling more responsibly, whilst 16% said it had ‘helped them at least once to stop spending more than they should whilst gambling’.

The ‘Fight For The Real You’ campaign was conceived not only to raise awareness but promote a new model of treatment for problem gambling. Working with the Victorian Responsible Gambling Foundation and psychologists, they developed an online treatment program – the 100-day challenge. Moreover, through creating an online “community”, people enrolled on their program feel supported and comforted. This has resulted in high rates of referral; currently 25% for those “problem gamblers” who are aware of the campaign, whilst an estimated 10% of Victoria’s problem gamblers are registered in the program / 1,700 people going through their own 100-day challenge.

The National Association for Gambling Studies (2013) conducted a quantitative study into public awareness of the ‘Fight for the Real You’ campaign, finding that 77% of respondents had some awareness of the campaign, whilst 41% of respondents had considered signing up, 23% had told others about it and 18% had taken up the challenge.

‘Know the Signs’, Canada: The Responsible Gambling Council of Canada conducted research into the effectiveness of the ‘Know the Signs喊 campaign. The campaign was built around the theme of ‘listening to yourself’ – asking gamblers to pay attention to the way they feel about their gambling. The report found that the strength of the campaign was that it acted as an early warning sign for potential problems, provides information on how to take direct action and explains how to seek free help and support through local resources. There were 6,008 direct interactions off the back of this campaign, largely due to the 42 events in 18 communities that took place. The webpage received over 65,000 views.

Stop the Chase, Canada: Stop the Chase campaign targets youth aged 18 – 24. The campaign recognises that when people start to chase their losses, this is when gambling can...
become a problem. The campaign leveraged the notion of perseverance and chasing, but focused on the role of ego in chasing. The campaign generated over 36 million opportunities to see the message, over 16 million impressions through online advertising, 6 million impressions on television, 14 million impressions through out-of-home advertising, such as in cinema, and StoptheChase.ca received over 56,000 visits.35

4.3 Lit Review Summary: \textit{Product Information}

\section*{WHAT’S THE VALUE OF PRODUCT INFORMATION?}

- Blaszczynski \textit{et al} (2005) argue that informed choice is a ‘corner stone of RG’. They argue that the objective of informed choice is to provide ‘relevant, available and timely information to all segments of the community including children and youth, with the aim of empowering them to understand the concept of gambling and what it represents’. They argue that few gamblers are aware of the configuration of pay-out schedules and volatility of machines – with many believing that skill will improve their chances of winning. Therefore, accurate information is crucial not only in the treatment of PGs but also in the prevention of PG.

- Parke \textit{et al.} (2014) argue that a large proportion of players have ‘reduced levels of self-awareness of behaviours when gambling’. They note that operators have traditionally relied upon two types of information to increase player self-awareness:
  - \textit{1) Personal behavioural information}: Regarding time and money spent
  - \textit{2) Game Transparency Information}: Outlines how the game operates or probability of winning.

- Ladouceur \textit{et al.} (2002) empirically demonstrated that showing players information that corrects erroneous cognitions, misconceptions of probability and likelihood of winning can change player behaviours.

- However, Hing (2004) found that increasing an individual’s awareness of erroneous cognitions was not enough in itself to modify or sustain behavioural change – highlighting that information alone may not be enough to impact on player behaviour.

- While they find that factual information in isolation is ineffective at increasing player self-awareness they believe that correcting misinformation and erroneous cognitions is key to gamblers making informed choices.

- Blaszczynski \textit{et al.} (2008) argue that there has been significant debate about the role that information can play in changing the behaviours of players. Though information alone may have a muted impact on behavioural outcomes, it is imperative that operators provide ‘sufficient information’ for players to make informed ‘RG choices’.

- Drawing evidence from recent research into gambling-related cognitions, Delfabbro (2004) examines the key elements of irrational-belief systems, and how this work might usefully inform the design of future consumer information initiatives. He argues that providing accurate information about gambling venues or games is a ‘sensible way to enhance the ‘safety’ of gambling products’. The idiosyncratic nature of gamblers erroneous/irrational

\begin{itemize}
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WHAT DO PLAYERS MISUNDERSTAND?

- Joukhador et al. (2004) argue that many gamblers have superstitious beliefs. They define superstitious beliefs as a strong conviction based on the erroneous perception of a cause-effect association between two independent events. Their research suggests that problem gamblers are more likely to hold superstitious beliefs than non-problem gamblers and that such beliefs are correlated with gambling intensity and frequency, i.e. the more and longer that someone plays the more vulnerable they become to superstitious beliefs.
- Wiebe et al. (2001) examine problem gambling in Ontario, Canada in the report titled ‘Measuring Gambling and Problem Gambling in Ontario’. The study found that many problem gamblers exhibited mistaken beliefs concerning randomness and probabilities whilst gambling and suggest that this is indicative of the need for ‘enhanced prevention programming’ that provides relevant and useful information to gamblers.
- Turner et al. (2006) found that while many gamblers may know the probabilities of winning they still possess erroneous beliefs that they can beat them.
- Bensmaï & Ladouceur (2004) study, examines the difference between gamblers with either a ‘high or low level of knowledge in statistics and probability’. The study concludes that there is no significant difference between the groups in terms of speed, frequency and spend during play – highlighting that the knowledge of maths in and of itself is not a protective factor from gambling related harms.
- Eggert (2004) argued that to be effective there needs to be clear communication on how much gambling will cost to the player (rather than information about betting denominations or maximum or minimum betting amounts). Several inherent statistical features of gambling arguably could be provided to the player to help them understand the cost of play, including house edge, pay-out rate and per hour cost.
- The problem with educating gamblers using statistically-oriented information is that, generally speaking, statistics are a difficult topic for people to understand.
- For those who have difficulty understanding percentages, house edge can be described in words, rather than as a number (e.g., “the house advantage is a measure of how much the house expects to win, expressed as a percentage of the player’s wager”).

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Ladouceur et al (1996) examine the perceptions of individuals attempting to generate random sequences. They found that the basic error frequently made by gamblers was an inability to consider events being independent of each other even when explained\(^50\).

Pellétrie and Ladouceur (2007) found that individuals who believe there is some factor beyond chance that determines gambling outcomes discount randomness and mistakenly try to control or predict outcomes through other means. This highlights that knowledge of mathematics and probabilities does not necessarily protect one against misunderstanding randomness\(^51\).

**WHAT WORKS?**

Parke et al. (2014) posit that individuals need to remain autonomous in order to determine and maintain their own wellbeing – therefore information should aid them to make the best decisions for themselves rather than telling them what to do\(^52\).

Benhsain, Taillefer and Ladouceur (2004) conducted a study on the effect of reminding gamblers about the principle of independence in gambling and found that these reminders were associated with fewer erroneous perceptions\(^53\).

Several cognitive behavioural treatment programs and educational prevention programs that educate about randomness have demonstrated moderate success at educating people\(^54\).

Williams & Connolly (2006) found that learning the mathematics of probability gave respondents greater ability to calculate gambling odds and ability to critically appraise gambling fallacies up to 6 months after the intervention. However, this improvement in understanding and skill did not lead to any decreases in gambling behaviours\(^56\).

Delfabbro (2004)\(^57\) and Turner and Horbay (2004)\(^58\) highlighted some of the problems in educating and correcting cognitive distortions about gambling. With respect to skill and strategies, the important point to emphasize, according to Delfabbro (2004), is that “there is nothing they can do to beat the house odds, and then any short-term increases above the expected odds are only due to chance. Although gamblers can win in the short-term, the probability of long-term or repeated wins is unlikely.”

Benhsain et al (2004) argue that most gamblers behave and think irrationally when gambling and erroneously rely on previous events to predict the outcome of the game. Their study found that reminders about the independence of events does decrease the number of erroneous perceptions and that motivations to continue pursuing the game were weaker amongst those who received the reminders\(^59\).

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Parke et al. (2014) propose that the way information is presented is ‘crucial in determining its efficacy in terms of impacting on behaviour’ and suggest that for information to be most effective, it should be presented in a ‘supportive framework as opposed to a warning aimed at reducing participation’.

A report prepared for the Canadian government into RG in British Columbia focused on two innovative approaches to product information:

- The first was the use of a programme called Gam-iQ; a 5-minute test that reinforces information about gambling. The research found that behaviour change doesn’t come out of a single event; thus, such messages need to be integrated into everyday instruction and in a variety of subject areas.
- The second was that GameSense Information Centres were placed in every casino. They are self-serve interactive kiosks that aim to give players information about gambling so that they can make informed decisions. The centres were located on or near the gaming floor and therefore highly visible. They were also staffed with specialist employees who have received training to provide information and support players.

While house edge and the pay-out rate show the cost of play in terms of the proportions of the amount wagered, cost of play can also be expressed in terms of time spent. The Productivity Commission (1999) recommended that an effective expression of the price of playing poker machines is the length of time it will take to lose a particular amount of money, assuming average pay out rates. This approach involves a mathematical equation that enables one to calculate the concrete cost of playing over time (i.e., hour). For instance, cost per hour of play = (house edge) x (bets per hour) x (average bet amount).

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4.4 Lit Review Summary: In Play Messaging

WHAT'S THE ROLE OF IN-PLAY MESSAGING?

- A. Parke et al. (2014) argue that when gambling, players have reduced levels of self-awareness due to a dissociation from wider surroundings; a tunnel vision effect of focus on the game. This is ‘detrimental to the decision-making process’ and can ‘negatively impact on gambling behaviours’.
- To combat this dissociative tunnel where decision-making is impaired, operators have attempted to increase self-awareness of behaviours in players by ‘providing easily understood and relevant information’ at the right moment.
- According to Monaghan & Blaszczynski (2009) over 70% of ‘regular gamblers’ thoughts during play are irrational, and that individuals who have rational thoughts regarding the nature of play prior to play, still succumb to irrational thoughts whilst playing. In-play messaging therefore, needs to cut through the thought-processes that govern play to the rational self prior to play, in order to be effective.
- Sharpe (2003) argues that individuals with poor coping strategies, or those who are highly impulsive, are particularly at risk of failing to control/be aware of their gambling behaviors as they display a reduced rational cognitive engagement during play. However, behavioral prompts and messaging may have the capacity to break in to ‘the zone’ and encourage players to critically appraise small changes in their gambling behaviours.

EFFECTIVENESS OF IN-PLAY MESSAGES (POP-UPS, LIMIT SETTING ETC.)

- To be effective, warning signs must engage the gambler’s cognitive, emotional and motivational faculties in a manner that will increase the likelihood of evaluation of their play duration and intensity.
- A study by Wood and Wohl (2015) assesses the effectiveness of a responsible gambling feedback tool used for online gambling. Such responsible gambling tools can “capitalise on behavioural tracking, whereby individual patterns of playing behaviour are monitored for changes that might suggest the development of risky play” with particular focus on reducing spend. The study found that embedding behavioural feedback tools within some in-play prompts and messaging - "players who received behavioural feedback showed a significantly greater reduction in amounts deposited one week after receiving behavioural feedback, compared to those who did not receive behavioural feedback."
- Cunningham et al. (2009) conducted a pilot study into the impact of personalised feedback summaries as a form of RG intervention. They found that there was some evidence to suggest that personalised feedback may reduce spend and increase control of gambling.

Further, this intervention received high levels of positive feedback from participants with many (96%) stating that it would modify their gambling behaviour.

- Gainsbury (2011) argues that the emergence of account-based play ‘may advance conceptual RG models, identify behavioural risk factors for PG and evaluate and guide effective policy and RG programmes.’ There are limitations to account-based play as a tool for early intervention.

- Stewart & Wohl (2013) studied the efficacy of pop-up messages in reducing PGs inability to adhere to time/money limits. They found that those participants who were shown a ‘monetary limit pop-up reminder’ were ‘significantly more likely to adhere to monetary limits than those who did not’. They found that the enforced stop in play did not heighten craving to continue gambling.

- Monaghan & Blaszczynski’s (2007) study into pop up messages asked players ‘do you know how long you have been playing? Do you need to a take a break?’ They found that the use of questions in pop-up messages encouraged self-awareness and enabled participants to modify their behaviours.

- The evidence in the Wohl et al. (2013) study shows that those players exposed to a warning pop-up message reminding them of their limit were more likely to be aware of when they had reached their limit than those who did not – ‘the pop-up message reminds the gambler that their limit has been reached thus enhancing the prospect of limit adherence and, by extension, responsible gambling.’

- Cloutier et al. (2006) examined the effect of pop up messages and pauses presented on gaming machines, on erroneous beliefs and persistence of play. They found that players who had received informational messages conveying randomness in gambling were more likely to appraise their own behaviour and report lower erroneous thinking than those who simply received pauses in play.

- Floyd et al. (2006) found that players who were exposed to pop-up messages dispelling gambling myths relating to video-roulette reported fewer irrational beliefs than those who did not have a pop-up message and also tended to spend less.

- Pavey & Sparkes (2010) suggest that being given autonomy promotes ‘enhanced reflection on information and reduces the defensive or biased’ processing of information. The study found that those respondents with higher autonomy also reported greater autonomy and motivation in reducing health-risk behaviours than those who had lower autonomy.

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WHAT ‘STYLE’ OF MESSAGE DELIVERY IS MORE LIKELY TO WORK?

- Monaghan & Blaszczynski (2010) found that dynamic messages are recalled to a greater extent than static signs and displays – highlighting that dynamic messages are more attention grabbing to players76.
- Research has demonstrated that physical attributes (colour, size, and images); display in prominent locations; presence of movement or action; and capacity to interrupt primary tasks that captivate attention, are all features that individually or in combination increase recall of information and impact on cognitions77.
- Monaghan & Blaszczynski (2007) studied the impact of static and dynamic messages on a player’s ability to recall information. They found that players could recall significantly more information (and with greater accuracy) presented in dynamic messages than the information presented in static ones. This is likely because dynamic messages break into player’s dissociative state and encourage engagement78.
- In his presentation at the 2016 Gamble Aware Harm Minimisation conference, Robert Rogers (Bangor University) commented that during a game of video roulette there were certain moments where the player’s eyes were distracted off-screen. This tended to be during the moments when the roulette wheel was stationary and the players did not need to put chips on the board. This suggests that there are key in-play moments where players could be attentive enough to engage with social messaging, such as when they’re not so distracted by the game that they’re unable to take in peripheral messages79.
- “The aim of the break in play is to motivate the player to modify or cease gambling so the activity remains within affordable levels”80. “Results found that long periods of breaks in play (15 / 8 minutes) were more counterproductive than 3-minute breaks”80.
- In a study of the effectiveness of in-play warning messages, Floyd, Whelan & Meyers (2006) found that players who were given in-play educational warning messages about common irrational beliefs expressed by gamblers, reported ‘significantly fewer irrational beliefs and demonstrated less risky gambling behaviour’ than those participants who were shown an educational video about the game they were playing81.
- Monaghan (2008) conducted a review of pop-up messages on gaming machines to understand their efficacy as RG strategies. While pop up messages can encourage breaks in play and inform gamblers when they have been playing for a long time, Monaghan argues that further research is needed to determine the optimal frequency of messages and the extent to which they actually reduce gambling related harms82.
- Haefeli et al. (2011) found that the timing of messaging is highly important to influencing time at play and money spent – ‘it should be throughout play’, not just at the beginning83.

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4.5 Lit Review Summary: Staff Training

WHAT DOES GOOD LOOK LIKE?

- Staff training is one of the minimal essential components for RG training programmes. Staff training and procedures around identifying, approaching and managing problem gamblers are key to harm-minimization programs.
- Shaffer et al. (1999) argue that gambling employees are in a good position for RG initiatives because they interact daily with customers. However, his study found that many employees held their own gambling habits, erroneous beliefs and distorted cognitions about the games they themselves play.
- The NCPG’s (2016) report sets out the minimum standards for RG training programs in casinos. Amongst other suggestions it asserts that responsible gaming training programs should include: in person training, online training, written training, training of trainers, recording of in-person training, drafting and/or reviewing plans, policies and procedures, and reviewing advertising, promotions, RG/PG materials and/or signage.
- A 2016 study by Oehler et al. sought to identify expert views on best practice ‘benchmark criteria for RG staff training’. They identified several priorities: relevance of training to job role, learning through practical examples, having the opportunity to reflect on current practice, comprehensibility and ease of understanding, professional and field competence of the trainer, leadership, sustainability of the training, incorporation of SR concepts and evaluation of the knowledge with respect to gambling related issues after the training had finished.

TECHNIQUES FOR INCREASING THE EFFECTIVENESS OF TRAINING

- Lapante et al. (2011) argue that future RG training should take into account the *perseverance effect* and work to try to change employee beliefs during training rather than to just give them new knowledge.
- Prevention programs should always address the respective target group. Therefore, it is important that RG training programs are adapted to the structure and procedure of the community and cultural norms of the participants.
- Wahl (2002) explained how practical exercises can support the change from passive knowledge to competent behaviour. From a theoretical point of view, Wahl emphasised that practical training is important in almost every kind of education and how it can lead to ongoing actions and professional expertise.

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Dusenbury and Falco (1995) noted that effective prevention programs typically provide active hands-on experiences that increase participants’ skills. Kolb and Kolb (2005) have stressed the significance of reflection in the context of learning. Reflection allows assimilation and reordering of concepts, skills, and/or values and their inclusion into pre-existing knowledge structures.

TRAINING NEEDS

Delfabbro et al. (2012) research studied the effectiveness of staff at identifying problem gamblers in venue. They found that players who were recorded as ‘at risk’ by staff ‘scored significantly higher on the PGSI’ – highlighting that staff tend to underestimate the extent of a person’s gambling habits.

Delfabbro et al. (2007) forward possible indicators for early intervention that could be incorporated into staff training – behaviours include: frequency, duration and intensity of play, anti-social behaviours, raising funds and chasing losses, emotional responses, irrational attributions and impaired control. However, they noted that many staff felt that they did not have enough training to be able to approach players.

Hing & Nuske (2011) examined how frontline staff identify and respond to problem gamblers in Australia. They found that while staff felt confident that they could identify signs of problem gambling and would know which procedures to follow if a problem gambler had been identified, they still felt a great deal of uncertainty and anxiety about how to respond to players who do not require assistance. The overarching recommendations from this report were that better training and tools were necessary in order to reduce the reliance on ‘human judgement and discretion’.

EXAMPLES OF GOOD TRAINING

Blaszczynski (2002) highlights several RG programmes as good practice:
- The 1999 VLT Retailer Responsible Gaming Program: An innovative program grounded in psychological background and in collaboration with industry members and health experts, aimed at informing VLT retailers and their staff about problem gambling issues and responsible gaming strategies through multi-media classroom training.
- Operation Bet Smart: Know When to Stop Before You Start: A formal training program that helps employees understand the signs that indicate that someone has a gambling problem. It trains staff about compulsive gambling and offers directional assistance.
- Promoting Responsible Gaming Resources and Education Standards: Employee education program that teaches about responsible gambling. It raises awareness of the brochures and posters & addresses compulsive gambling and underage gambling.
- Gambling decisions: A program to help control gambling: This is an example of a community led self-help group for gamblers.

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In a study of 2432 employees across three casinos in Quebec, Giroux et al. (2008) found that the ‘People Making a Difference’ training program gave staff better understanding of the notions of chance and randomness, as well as problem gambling. Following the training program, staff were more likely to understand and take ownership of their role of intervening with problem gamblers.

La Plante et al. (2011) conducted the first study into employee reactions to RG training. They found that the Play Responsibly Program was more successful in providing ‘new knowledge than it was in correcting mistaken beliefs that existed prior to training.

The NCPG report advocates adopting a ‘see something, say something’ approach as an early intervention strategy. They argue that the gaming industry is in a unique position to assist customers who may need assistance and should put programs in place that can help minimise the negative impact of gambling.

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### 4.6 Evidence Summary: Social science & behavioural theory

**WIDER SOCIAL SCIENTIFIC THEORY**

Throughout the report we refer to a range of psychological and behavioural economics concepts that help to explain why some players struggle to act rationally in certain circumstances. For reference, the main theories we have included we also summarise here.

| **HOT/COLD STATES** | People under the influence of visceral, emotional factors (‘Hot State’) don’t fully grasp how much their behaviour and preferences are being driven by their current frame of mind\(^{101}\); they think instead that these short-term goals reflect their general, long-term preferences.  
- **Relationship to gambling**: The difference between how people think and feel when they are playing versus when they are not means they may have entirely different levels of understanding and self-awareness.  
- **People in a cold, rational state have difficulty picturing themselves in hot states**, which leads to unpreparedness when emotional forces inevitably arise. |
| **ANCHORING** | Anchoring is a form of priming effect where initial exposure to a number serves as a reference point and influences subsequent judgements about value. The process usually occurs without our awareness \(^{102}\), including when people’s price perceptions are influenced by reference points\(^{103}\).  
- **Relationship to gambling**: In self-limit setting features, the often high default limits create an ‘anchor’ from which people set their own limits, biasing people towards setting limits higher than they might otherwise have selected for themselves. |
| **‘OTHERING’** | ‘Othering’\(^{104}\) describes the reductive action of labelling a person as someone who belongs to a subordinate social category defined as the ‘other’. The practice of ‘othering’ is the exclusion of people who do not fit the norm of the social group.  
- **Relationship to gambling**: This kind of ‘othering’ is common in relation to players’ understanding of RG messaging and activities, as they often feel they’re important, but they don’t have personal relevance to them and therefore can fail to take ownership of any associated actions. The differences here between ‘I feel a message is aimed at a problem gambler and not me’ and ‘I feel that it’s useful and helpful for me’ are in many cases almost entirely tonal and very subtle. |
| **AVAILABILITY HEURISTIC** | The Availability Heuristic is a bias whereby people make judgements about the likelihood of an event occurring based on how easily an example or instance comes to mind. |

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\(^{104}\) The Oxford Companion to Psychology (1995), p.637
to mind. For example, incidents of people winning the lottery draw a huge amount of media attention and are widely publicised, causing people to overestimate the likelihood of them winning.

- **Relationship to gambling:** In the gambling environment, this might mean that players estimate their likelihood of winning as greater than the reality due to the proximity and attention-grabbing features of ‘wins’ (including lights and noises) compared to losses (which often have no cue).

**ATTRIBUTE FRAMING**

Levin et al. (2002) write that attribute framing effects happen when objects or events appear more favourable when a key attribute is framed in a positive rather than negative way. For example, by using positive attribute framing in the food industry, businesses encourage consumers to see the ‘good’ things in their food rather than the ‘bad’ – i.e. by highlighting the 90% pork meat content in sausages, consumers will tend not to question what the other 10% is.

- **Relationship to gambling:** The prevalence of environmental cues and the framing of product information in terms of ‘wins’ could prompt people to cognitively over-focus on the chance of winning and gaining money as opposed to losing.

**BELIEF IN LAW OF SMALL NUMBERS**

Tversky & Kahneman’s (1971) argue that people have a tendency to apply the rules of chance from large samples to small samples. For example: in the case of flipping coins, people know that after many flips, you should end up with 50% heads and 50% tails. However, these proportions do not necessarily apply to smaller sample sizes. In a sample of 10 flips, you could just as easily end up with 70% heads and 30% tails.

- **Relationship to gambling:** Product information relating to pay-out rates can lead people to mistakenly believe that this rate of return – e.g. 92% - means for every £100 they put into a machine, they are likely to get £92 back. However, the 92% rate of return is a number for a large sample and does not necessarily apply to a small sample such as £100.

**GAMBLERS FALLACY**

Burns et al. (2004), propose that people struggle to understand fixed probability, and have a tendency to believe that the odds for something with a fixed probability will increase or decrease depending upon recent occurrences. This means that people are more likely to erroneously pick out patterns - seeing events as connected. For example, in coin flipping - after a streak of ‘tails’, a person is more likely to believe that the coin is due to switch to heads despite the probability of the coin landing on heads remaining at 50%.

- **Relationship to Gambling:** The cues & features such as “hot and cold numbers” and ‘reserving’ a machine can reinforce the false belief that the game is "due" to pay-out after a long string of losses.

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Throughout the course of these projects we have collected a range of practice examples across the four work streams, as well as other sources of inspiration (related worlds examples and from the gambling industry outside of the UK). Due to the sheer number of examples we have not included them all in this annex - nor have we accredited examples to particular operators. Instead, this annex is designed to provide further practice to learn from than included in the report.

This annex is structured by originally commissioned workstream:
- 5.1 Training
- 5.2 Social Messaging
- 5.3 In Play Messaging
- 5.4 Product Information
5.1 Current Practice & Related Worlds

Inspiration: Training

**SUMMARY OF WORKING GROUP FEEDBACK**

During the Staff Training Working Group Meetings (see annex 2, Methodology) operator representatives (typically Compliance Managers) were given a chance to share their views about issues related to staff, staff training and operations that impact on staff training. These points were often raised during open discussion or workshop exercises – but have been summarised for reference.

**Culture change & leadership**
- Training was clearly an area the working group participants were passionate about and was felt to be a vital ingredient in culture change, however many felt it would be unlikely to work alone.
- WG participants felt that for training to be effective, leadership was a vital ingredient. Sometimes they felt that leadership around RG challenges could be lacking – especially at a ‘mid-management’, ‘regional’ or ‘local level’ – as these kinds of managers often had other pressures and priorities which could detract from the RG objectives.
- WG members also felt that it was important for all different business functions to be working well together (e.g. sales & marketing, game design etc.) – and sometimes they felt that different parts of the organisation could be working in tension with each other (again, probably a consequence of poor leadership or a lack of clear priorities)

**Progress & challenges**
- Throughout the working groups, operators acknowledged that a lot of progress had been made to improve staff training with many new initiatives underway. For example, the introduction of staff handbooks, transition to e-learning, consideration of how to stop staff cheating on knowledge reviews etc.
- WG members highlighted several challenges they faced in the effective deployment of training in some environments. For example:
  - Highly remote premises, such as premises with low staff ratios/single-manning, means training needs to be fitted in between customers and around other responsibilities.
  - Work sites where staff only have access to old technology (e.g. aged PC terminals, limited support of video)
  - Staff with poor digital literacy or reluctance to engage with or use digital tools
- Most acknowledged that these problems with training could be mitigated with better design of training programmes, for example UX/interaction design of the tools or choosing to host training on devices that were more familiar e.g. tablets or smartphones
- However, they also mentioned that the cost of developing these kinds of programmes in house was often prohibitively high and they needed external providers to develop commercial training packages that better solve these problems

**Training Content**
- The industry described themselves as being good at providing knowledge-based training; however, training on soft skills – such as customer interaction – was less well developed. Some knew that the training was often quite boring for staff, focused more on rote learning and facts, rather than skills or behaviours they could easily integrate into their work
On the whole, the most common topics delivered within training programmes were consistent with the requirements of the Gambling Act – but often failed to deliver more than this. For example, training often has a strong focus on licencing terms and conditions (e.g. underage sales) and sometimes there was little to distinguish ‘compliance training’ from ‘social responsibility training’ more generally.

Many felt that the training requirements around ‘Know Your Customer’ (KYC, or anti-money laundering and fraud detection) had been difficult to apply, with staff feeling that the lines of questioning were more intrusive and difficult than they were used to.

Some felt there could be an opportunity to integrate RG and KYC to help simplify messaging for staff – although practically the requirements and behaviours were often quite different.

There is general agreement that shorter, more engaging and focussed training is helpful – but many operators struggled to actually implement improvements.

**Targeting RG training effectively**

Across operators there were different perspectives around ‘who’ should be delivering social responsibility interventions. Some felt that these kinds of messages may always be better delivered by more experienced/skilled members of staff (e.g. management), whilst others felt that encouraging everyone to take responsibility might be more effective.

- Operators expressed concerns about staff having to take on a lot of responsibility and emotional burden for looking after players.

In general, operators expressed concerns about staff having to take on a lot of responsibility and emotional burden for looking after players. Some translated this concern into a training vision that embraced the idea of ‘shared responsibility for all staff’; others felt RG interventions should remain the preserve of more senior and experienced staff.

Most operators felt they needed to have ‘universal strategies’ for preventing harm for all players as well as specific strategies for managing ‘problem gamblers’.

Operators acknowledged that staff often don’t feel confident initiating customer interventions and understand fears of negative reactions from customers. There is work being done to integrate ‘conflict resolution’ into training programmes.

Many were cautious about the cost of developing new training and had awareness of the challenges of delivering training – especially to smaller operators and in gambling environments that are not well staffed.
## EXAMPLES OF CURRENT PRACTICE

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<th>Industry Example</th>
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| **Use of more engaging/realistic/behavioural training tools** | ■ The vast amount of training being delivered is related to the licencing conditions – including rote learning of key rules & responsibilities  
■ Some operators include ‘facts and figures’ about problem gamblers  
■ Many felt that this ‘fact based’ approach to RG training could miss the point – however, there were few current examples of more behavioural or skills based training |
| **Integration of SR training into customer service** | ■ Embedding social responsibility into key customer service training, meaning that RG is considered at all times and within all staff interactions with players (not just ‘when there has been a problem identified’)  
■ For example, one operator has a ‘meet and greet’ policy which is a core part of their customer service approach and floor management policy. This ‘meet and greet’ role not only ensures players feel welcome, but also enables staff to ask friendly questions about player priorities and provides permission for further interaction with the player at a later point (For example, ‘How are you today?’ / ‘What games are you looking to play?’) |
| **Leadership, culture & integration of RG into KPIs** | ■ Some operators are embedding responsible gambling objectives into staff job roles in order to promote the development of responsible gambling environments – ensuring that RG is seen as central to performance, not a secondary task |
| **Induction packs and pre-employment reading** | ■ Starting training of employees and framing of RG expectations during recruitment, pre-employment and during induction through ‘employment packs’ and briefings. This offers an important window to shape staff expectations and engage them with the concept of responsible gambling early.  
■ Giving staff an opportunity to use equipment within the work environment/venue (e.g. machines, electronic bingo games, casino tables, stage online accounts) during their induction |
| **Adapting training to different learning styles** | ■ Ensuring that all staff are given flexibility on how staff complete their training, to accommodate for different learning styles (e.g. at home, written vs. visual training, digital vs. paper) paid to complete their training and offer flexibility in how and when they complete it.  
■ Delivering training via a dedicated trainer (rather than a direct line manager) offers staff the opportunity to talk through and question the information they are learning, away from their day to day role  
■ Tailoring messages to different ‘learning styles’ can ensure training is engaging as possible (E.g. more visual vs. more text based)  
■ One-to-one live demonstrations & role-playing for/with staff. This can be used to demonstrate to staff how they are expected to interact with customers in their role, and provide new employees with “good” practice examples, as well as giving them tools they can utilise in their new role.  
■ Creating and utilising short, easily shareable videos which encourage staff to buy-in to the need for good customer services and how this might relate to responsible gambling. |
| **Tailoring staff training to different staff & roles** | Using photos of gambling environments in e-learning packages to help contextualise information. Staff can be given scenarios to work through and ask questions about different situations.  
Hiring in actors to act out real scenarios that may arise with customers – providing staff space to talk through the decisions they would make and how they could apply their learning to their own situations. |
| **In-situ support** | Providing staff with bespoke social responsibility training tailored to meet the demands of their role. In situations where this isn’t possible, using varied examples in training sessions which illustrate interactions specific to different roles will allow staff to gain some understanding of interactions which are relevant to them.  
Providing different levels of training can give staff the opportunity to continue learning as they progress through the organisation.  
Line managers providing ‘real time’ advice and assistance to staff dealing with customers (e.g. frontline staff or chat moderators) when they find conversations or interactions with customers difficult – i.e. providing on the spot support and training which gives staff members the opportunity to learn strategies from more senior staff and reflect upon their own practice. |
| **Knowledge reviews, reminders and refreshers** | Lunchtime meet ups to encourage the adoption of responsible gambling values across the company, can be especially valuable for HQ staff to foster and inspire information sharing and garner buy-in to the RG agenda.  
Immediate ‘quizzes’ or tests are quite commonplace for staff, particularly in relation to licensing objectives and ‘knowing your customer’. However, because of the association between compliance and RG, tests about RG often created nervousness amongst staff. Nevertheless, tests could be helpful in refreshing staff understanding (if RG is distanced from compliance).  
Longer term ‘tracking’ of knowledge and behaviour (often provided in an automated way by the e-training module) is a way of checking learnings have ‘taken root’.  
Many operators asked for feedback from staff after the training typically through a simple survey. Although useful to get a read on staff response, staff members often don’t offer constructive feedback. |
| **Provision of customer ‘self-management’ tools** | Some organisations were found to have developed a range of tools for staff to use prior to self-exclusion (i.e. cooling off – between 1 day and 6 weeks; game freezes; deposit limits of an amount of the customer’s choice; deposit locks; sin bin etc.)  
Referencing the company’s responsible gambling leaflets during SR training, can ensure staff know where these should be found within the gambling environment. |
| **Reporting and logging SR interventions** | Providing simple, online logging procedures for staff enables them to quickly report the details of an interaction. |
| **Training staff in local support providers and how to signpost to them** | Informing staff about the range of support networks and charities who can support problem gamblers – including ‘non-gambling related’ services such as debt solution agencies and local community groups. |
| **Quality assurance protocols** | Building social responsibility in to quality assurance procedures.  
Sharing positive experiences of customer reactions between staff.  
Randomising questions in staff questionnaires/exams to prevent staff from copying each other if they’re doing the exam in the same room. |
# RELATED WORLDS’ INSPIRATION

## OTHER SOURCES OF INSPIRATION

<table>
<thead>
<tr>
<th>Related world &amp; International Examples</th>
<th>Description and Relevance</th>
</tr>
</thead>
</table>
| **WHO: Clean your Hands, Five Moments**<sup>110</sup> | - This approach, developed by the World Health Organisation, aims to ensure hand hygiene is performed at the correct moments within the flow of care delivery  
**What makes this good?**  
- The use of five simple steps makes it easy to follow and remember  
- Simple, easy to communicate messages – accompanied by bold imagery which reinforces the main messages  
- Communication gives staff and patients clear permission to challenge each other on their current practice (e.g. It’s okay at our hospital’)  
- ‘Our’ suggests shared ownership of the problem  
- Training is accessible across multiple platforms, allowing participants to take it when it suits them best  
- Training resources are flexible include hand-outs, presentation slides and video clips |
| **Responsible Service of Alcohol Training**<sup>111</sup> | - BBPA has rejuvenated its poster campaign designed for use by licensed premises to help raise awareness of the laws on buying alcohol for a drunk person, or knowingly selling alcohol to a drunk person. The BBPA has worked alongside Drinkaware and National Pubwatch to create the campaign, which aims to support staff in upholding these laws and ensuring a safe and sociable drinking environment for all. The BBPA continues to work alongside Drinkaware on the campaign and will be expanding the campaign later in 2016.  
**What makes this good?**  
- A whole range of materials are offered on the BBPA website free of charge, including posters to put up in staff areas of pubs  
- Training is offered face to face or online and uses multiple delivery and assessment models including video case studies and related quizzes/short assessments  
- Access to a Support Team and Qualified trainers and assessors via phone and email are a key element to the training, as well as a knowledge assessment which  

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110 [http://www.who.int/gpsc/5may/en/](http://www.who.int/gpsc/5may/en/)  
111 [http://www.beerandpub.com/campaigns/servingdrunks](http://www.beerandpub.com/campaigns/servingdrunks)
<table>
<thead>
<tr>
<th>NHS Schwarz Rounds(^{112})</th>
<th>involves a series of quiz-style questions to demonstrate understanding of RSA.</th>
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</thead>
<tbody>
<tr>
<td>Schwarz Rounds were designed to offer healthcare providers a regular opportunity to discuss the social and emotional issues they face in caring for patients and families, and to share their experiences, thoughts and feelings on topics drawn from actual patient cases with colleagues from other healthcare disciplines.</td>
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<tr>
<td>The concept is based on the premise that caregivers are better able to make personal connections with patients and colleagues when they have greater insight into their own responses and feelings.</td>
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<tr>
<td>The rounds have been shown to reduce stress amongst doctors who attend and to improve their capacity to manage the psychological aspects of patient care.</td>
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<tr>
<td><strong>What makes this good?</strong></td>
<td></td>
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<tr>
<td>This style of peer-to-peer learning could be translated into the gambling context – whereby staff are provided with the opportunity to share their experiences and learn from each other about how to deal with certain situations and how to approach RG interactions more generally.</td>
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<tr>
<th>Home Office: Prevent Training(^{113})</th>
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<tbody>
<tr>
<td>Training to help safeguard vulnerable people from being radicalised to supporting terrorism developed by the Home Office</td>
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</tr>
<tr>
<td><strong>What makes this good?</strong></td>
<td></td>
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<tr>
<td>Colourful and image based, making it attention grabbing and engaging</td>
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<tr>
<td>Asks participants how much they know about the subject which gives the sense that training is not just ‘one size fits all’ or ‘training for dummies’</td>
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<tr>
<td>It regularly asks the user to think about examples and make selections; reflecting on what they’ve chosen</td>
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<tr>
<td>Uses stories and visual metaphors to help make concepts easier to understand</td>
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<tr>
<td>The training is personalised in that participants are asked to write down people who could potentially benefit from help and then asked to imagine what this might feel like to the person being helped</td>
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<tr>
<th>Challenge 25: Age Verification &amp; False Identification(^{114})</th>
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<tbody>
<tr>
<td>This resource portal contacts a whole range of resources that can be used by businesses, big and small, to train their staff and encourage the adoption of best practice behaviours.</td>
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<tr>
<td>The website contains materials, train the trainer courses, badges, leaflets etc.</td>
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</tr>
<tr>
<td><strong>What makes this good?</strong></td>
<td></td>
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</table>

\(^{112}\) [https://www.pointofcarefoundation.org.uk/our-work/schwartz-rounds/about-schwartz-rounds/](https://www.pointofcarefoundation.org.uk/our-work/schwartz-rounds/about-schwartz-rounds/)

\(^{113}\) [https://www.elearning.prevent.homeoffice.gov.uk/](https://www.elearning.prevent.homeoffice.gov.uk/)

\(^{114}\) [http://www.challenge25.org/further.html](http://www.challenge25.org/further.html)
- The website provides a good example of a behaviour focussed training toolkit.
- The whole campaign is single-minded in its focus and there is a high degree of clarity about what the intended outcome of the training should be.
- The training is supported by a whole range of other materials which can help ensure that the training stays top of mind and that staff feel support to carry out their duties.
- They provide an interactive workshop toolkit including presentations, role play, and a quiz.
5.2 Social Messaging

**SUMMARY OF OPERATOR FEEDBACK**

- Operators felt that good progress had been made on social messaging campaigns in recent years, with more proactivity around including messages within venues and online sites.
- Many had adapted phrases and language from Gamble Aware or from other campaigns – ensuring that their messages built on successfully evaluated comms activity.
- Despite this, some still felt that there was a lack of creativity around social messaging – with many struggling to find more imaginative and impactful ways of engaging players with key messages.
- Some raised that social messages were often deprioritised in favour of sales or marketing messages – something that they found frustrating and felt they lacked the power or influence to resolve.

**CURRENT PRACTICE**

<table>
<thead>
<tr>
<th>Example</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>When the Fun Stops, Stop</strong></td>
<td>- This campaign is present across the gambling industry and can be used across multiple media touchpoints, including digital display and print. &lt;br&gt;<strong>What does this mean for players?</strong>&lt;br&gt;- Players appreciate the eye-catching yellow colour, easy-to-read bold text and clear call to action. &lt;br&gt;- However, some players don’t relate to the message - with players struggling to be able to specifically identify ‘when the fun stops’ &lt;br&gt;- Players also criticise the campaign for showing the word FUN in big letters, meaning that at a glance the only word you perceive is ‘fun’, with the other messages becoming recessive and secondary &lt;br&gt;- Although the campaign is widely recognised the message can now fail to have impact, with some describing it as having become ‘wallpaper’ in gambling environments.</td>
</tr>
<tr>
<td><strong>Bad Betty</strong></td>
<td>- This campaign is designed to help players identify when they may be gambling irresponsibly – particularly when they become angry. &lt;br&gt;<strong>What does this mean for players?</strong>&lt;br&gt;- The campaign engages players using familiar music (‘Black Betty’ by Ram Jam) and a range of examples, such as a young mother forsaking time with her children to go to the betting shop &lt;br&gt;- Through highlighting the impacts of ‘bad bets’, the campaign acts as a deterrent to excessive gambling &lt;br&gt;- Some players (who had seen the campaign) felt some of the messages were a bit abstract and the main message confusing (i.e. they were left unsure as to what a ‘bad bet’ was at the end of the advert).</td>
</tr>
</tbody>
</table>
Leaflets & Other Support

Operators have produced leaflets and information which warn players to maintain control of their gambling behaviours. Such leaflets and posters can be found in variably visible places within all gambling environments.

What does this mean for players?
- Although present in gambling environments, they are often unengaging and tend to blend into the background.
- Many players perceived them to be aimed at those who think of themselves as having a gambling problem (e.g. not them).
- Although some operators have tried to contrast the colours of RG leaflets and support with their brand colours (to ensure that they stand out), many players think that such materials are almost invisible next to marketing messages.

<table>
<thead>
<tr>
<th>OTHER SOURCES OF INSPIRATION</th>
<th>Description &amp; Relevance</th>
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<tbody>
<tr>
<td><strong>Victorian Responsible Gambling Foundation (Australia): Bet Regret</strong></td>
<td>This campaign aims to encourage players to maintain healthy gambling behaviours through the adoption of simple tips. The key message is to recognise regret and use it positively, keeping gambling fun and entertaining. The campaign uses video advertisements of sports players talking about moments of regret, “we all have regret”, before moving on to give some tips to avoid “bet regret”.</td>
</tr>
</tbody>
</table>

What makes this good?
- Regret is arguably an emotion that most gamblers feel when they’ve spent more money than they intended. The hope is to make gamblers aware that if this is something they are experiencing often, their behaviour may be leading to a bigger problem.
- The campaign also includes videos of ‘problem gamblers’ talking about their experiences. This taps into their feelings of loss and guilt as well as regret, and raises awareness about the risk of problem gambling.

| Victorian Responsible Gambling Foundation (Australia): “Fight for The Real You” | This campaign includes an online treatment program – “the 100-day challenge” – developed by the Foundation with psychologists.  
| | It was conceived not only to raise awareness, but to promote a new model of treatment for problem gambling.  
| | **What makes this good:**  
| | Through creating an online ‘community’, players enrolled on the program feel supported and comforted  
| | This reduces the sense of isolation that players may feel when seeking support in trying to manage their gambling behaviour. They propose a new model of treatment – aimed at encouraging players to become who they aspire to be.  
| | **See here for more information:** http://mccann.com.au/project/fight-for-the-real-you/ |

| Victorian Responsible Gambling Foundation (Australia): “Kid Bet” | A community awareness campaign which focuses on the impacts of sports betting advertising and gambling on young people.  
| | The campaign aims to target parents and spark discussion around this issue  
| | The campaign’s video advert features a young boy promoting a fictional betting agency designed for children.  
| | **What makes this good?**  
| | The campaign uses shock tactics to depict the absurdity of children gambling  
| | This helps to address a misplaced complacency that currently exists around the issue |

| The Responsible Gambling Council (Canada): Know The Signs | This campaign is built around the theme of ‘listening to yourself’ – asking gamblers to pay attention to the way they feel about their gambling.  
| | **What makes this good?**  
| | It highlights the early warning signs of a potential gambling problem.  
| | It offers a simple ‘call to action’ – offering various strategies to players  
| | Where necessary it signposts players to free help and support through local services |

| Responsible Gambling Council: Stop The Chase | This campaign targets young people aged 18 – 24, and outlines that gambling can become a problem when people start to chase their losses.  
| | The campaign leveraged the notion of perseverance and chasing, but focused on the role of ego in chasing.  
| | **What makes this good?**  
| | The campaign was made relatable through focusing on the role of ego in chasing losses.  
<p>| | Instead of simply making a statement like ‘don’t chase your losses’ – the campaign attempts to make the behaviours around loss chasing more tangible and relatable |</p>
<table>
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<tr>
<th>The Responsible Gambling Council (Canada): Play Smart</th>
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<tbody>
<tr>
<td>The Responsible Gambling Council in Canada has rebranded to broaden the appeal of their responsible gambling resource centres and integrate responsible gambling into the play experience.</td>
</tr>
<tr>
<td><strong>What makes this good?</strong></td>
</tr>
<tr>
<td>- Play Smart is based on the idea that information needs to be made more appealing to players by reducing the focus on “problem” behaviours.</td>
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<tr>
<td>- Instead it focuses on encouraging all players to adopt a healthy approach to their gambling.</td>
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<tr>
<th>Mission Australia: “If You Have To Lie, We Have To Talk”</th>
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<tr>
<td>This campaign aims to promote Mission Australia’s ACT counselling and support service.</td>
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<tr>
<td><strong>What makes this good?</strong></td>
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<tr>
<td>- The use of shock imagery grabs players’ attention.</td>
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<tr>
<td>- However, some respondents in our study found the language used to be niche / not relevant to them.</td>
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<tr>
<td>- Some felt that it was geared to those who have a very severe gambling problem.</td>
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<tr>
<th>Heineken: Responsible Drinking, “Moderate drinkers wanted”</th>
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<tr>
<td>This new global advertising campaign launched by Heineken, aims to demonstrate how unattractive irresponsible male drinking is to females.</td>
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<tr>
<td><strong>What makes this good?</strong></td>
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<tr>
<td>- There are similarities between drinking and gambling behaviours - they are both social endeavours, that if engaged with too frequently, and to a level that is ‘out of control’, can appear unattractive.</td>
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<tr>
<td>- This approach could be adopted by the gambling industry - targeting ‘regular’ gamblers, that may on occasion spend too much.</td>
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<tr>
<th>Drink Aware and the BBPA provide a range of posters available for free download on the Drink Aware website.</th>
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<tr>
<td>These posters help to remind staff of the law, but also give staff permission (from a higher authority) to back them up when the do refuse sales.</td>
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<tr>
<td><strong>What makes this good?</strong></td>
</tr>
<tr>
<td>- This messaging supports staff in dealing with customers who they feel are too drunk to be served alcohol.</td>
</tr>
</tbody>
</table>
- It uses imagery and colours that are eye-catching and easy to engage with

- Drink Aware’s ‘Have a little less and feel a lot better’ campaign is an example of that which avoids a cautionary or negative tone
- Alternatively, it presents that positive implications of reducing overall alcohol consumption

What makes this good?
- By taking on a more positive tone, viewers of this campaign may not feel as though they’re being nagged at
- This may also help to avoid the ‘othering’ phenomenon whereby people choose to ignore campaigns when they are overly negative as they don’t feel they are relevant for them.

Smirnoff: Responsible Drinking, The Sound Collective

- As part of their branding, advertising and responsible drinking strategies, Smirnoff has been promoting responsible drinking through the “Sound Collective”

What makes this good?
- By tethering messaging to responsible examples of drinking and partying, Smirnoff provides positive and inspiring examples/role models
- Integrating responsible drinking messages subtly into bigger messages can redefine and reinforce healthy behaviours (just as RG could be incorporated into messages about wellbeing)
HMRC: Tax Avoidance Campaigns – “We’re closing in on Tax Avoidance” & “Inner Peace

This campaign is part of HMRC’s targeted approach to ensure taxpayers pay the right amount of tax at the right time – emphasising it’s a criminal act not to do so

The “inner peace” campaign aims to encourage the self-employed to file their tax returns by a certain deadline. In contrast to the other message, it draws on the positive benefits of completing your tax return on time, rather than emphasizing the negative consequences of not doing it.

What makes this good?

These two types of messaging, positive and negative, can be implemented within social messaging in the gambling industry – with one type of message promoting healthy gambling behaviours & attitudes, such as setting healthy limits, taking breaks, having fun and having a realistic understanding of how the games work, and the other type offering a cautionary message about the consequences of gambling irresponsibly.

Sport England: “This Girl Can” 115

This campaign is a celebration of active women who are engaging in sports, regardless of their ability or how they look

It aims to encourage women to overcome fear of judgement which has been proven to prevent women from participating in sports and exercise

What makes this good?

It encourages people to overcome barriers and aspire to a “better self” – a message applicable to gambling

It uses relatable imagery/stories to engage with their target audience to encourage them to better themselves through a shift in their behaviour

Cancer Research UK: “R UV Ugly” Campaign

This campaign highlights the health risks of using sun beds. It is aimed at stopping teenagers from using them, whilst showing understanding for people’s motivations for using them – a mixture of vanity and insecurity.

The campaign used a touring photo booth which dispensed UV images that revealed the damage beneath; invisible to the naked eye.

The campaign was effectively coupled with news stories that saw the UK’s leading modelling agencies agree to a zero-tolerance policy towards sunbed usage.

The campaign proved to be both news and social media feed-worthy, resulting in an overall reduction in sunbed use.

What makes this good?

It’s shock tactics have relevance for the gambling industry

Research by Revealing Reality revealed that some players prefer to be shocked by social messaging; this is when it feels most engaging and appealing

115 http://www.thisgirlcan.co.uk/
<table>
<thead>
<tr>
<th>QUIT: The Lung Clock Campaign</th>
<th>Although at the same time, shock tactics can ‘miss the mark’ – with players not seeing the relevance to themselves.</th>
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<tbody>
<tr>
<td></td>
<td>This campaign is aimed at making the damage caused by smoking more tangible. Medical research with heavy smokers indicated that telling them their ‘lung age’ had a huge impact – with many realising that they had already shortened their lives.</td>
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<td>The lung clock achieved attention online - with thousands of website impressions and app downloads, and celebrities tweeting about it</td>
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<td></td>
<td>This pushed the quota for the anti-smoking campaign on social media to over 400,000 people</td>
</tr>
<tr>
<td><strong>What makes this good?</strong></td>
<td>The ability to personalise an app/website makes it more applicable to the user</td>
</tr>
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<td></td>
<td>Through personalising messaging and other forms of behavioural management tools, messages may become more appropriate to the mainstream player</td>
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<tr>
<th>Hello, My Name is...Kate Granger</th>
<th>The “Hello my name is…” campaign was set up by Dr Kate Granger, who at the time was suffering from cancer. Kate began the campaign because of an experience she had during post-operative care whilst in hospital.</th>
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<tr>
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<td>She was shocked at the number of health care professionals who failed to introduce themselves prior to delivering personal care</td>
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<td></td>
<td>The intention of the campaign is to take the initial step in building a relationship between the patient and the healthcare professional which helps to build trust in difficult circumstances</td>
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<tr>
<td><strong>What makes this good?</strong></td>
<td>The campaign uses simple and practical prompts such as lanyards to remind healthcare professionals to introduce themselves to patients, or whoever to whom they are providing care – something which could be adopted by the gambling industry.</td>
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116 http://hellomynames.org.uk/
5.3 In-Play Messaging

**SUMMARY OF OPERATOR FEEDBACK**

- Currently, existing in-play messaging in the industry is focused upon limit setting, for both time and spend.
  - This involves voluntary or pre-set interruptions to pause play. It also includes enforced breaks.
  - Allowing time for players to stop and break the cycles of chasing losses and to prevent them from “getting in the zone”.
  - Statement or review, which involves displaying information that supports players to review their playing styles and behaviours.
- Overall, working group members had less experience with in-play messaging – and current examples that they could share were often limited (in terms of number and sophistication)
- Some working group members held the view that in-play messaging may have limited effectiveness, as players would quickly learn to shut down messages and/or simply select the most permissive settings
- Some suggested that more needed to be done to increase the usability of in-play messages – ensuring that they felt meaningful and relevant to players
- Others suggested that more creativity could be used to make in-play messages feel more in-keeping with the play experience (using more compelling strategies to help players feel that limit setting was a normal, integral and important part of play)

**EXAMPLES OF CURRENT PRACTICE**

<table>
<thead>
<tr>
<th>CURRENT PRACTICE</th>
<th>Description</th>
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</table>
| **Limit setting** | - Current example of limit setting, both for time and monetary spend that you find in the industry; especially as part of machine based play  
  - Current practice was variable and players often commented on how high the default limits were (one example we found had the default limit at £99,999)  
  **What does this mean for players?**  
  - This feature gives players the opportunity to set their own time limit and their own monetary limit, to help in managing their own play  
  - By empowering the player to make this decision themselves, and providing them with the tools to do so, the risk of the message seeming “nagging” is minimalised  
  - Although an example of a shift ahead for this industry in terms of responsible gambling, research revealed that often these mechanisms weren’t used |
### Break in play

![Image](image1.png)

- This is representative of a break in play, in that it asks a direct question to the player and offers them a few options, which forces the players to read the statement and then decide their next course of action.
- When a player opts to set their own limit, they will subsequently be presented with this image once they have reached their limit.

**What does this mean for players?**

- The idea is to force the player to exit from “the zone”; enabling them to make a rational choice about whether they would like to continue playing.
- Although our research revealed that some players felt like the option to continue playing voided the overall aim of this strategy, it did force a break in play and subsequently a player to exit from “the zone.”

### Warning signs

![Image](image2.png)

- As with the above example, warning signs that pop up during play in the hope of promoting responsible gambling empower the player to make the decision as to whether they or not they want to continue playing.
- Players described the idea of these kinds of interrupts as being potentially useful, however the execution and design was a bit patronising and child-like (e.g. using a skull and cross-bones was felt to be a bit extreme).

### Pop-up in-play message

![Image](image3.png)

- This is an example of a pop-up in-play message. It gives the player option to either play on or stop playing. As with the previous examples, such pop-up messages force a break-in-play.
- There is a lot of evidence that the pop-up messages can have a positive impact on play, however it was felt by the WG groups that the design of these messages could be more engaging and feel more positive to players (e.g. offering a positive distraction, rather than a simply a neutral warning).

### Play Right – Current Trial

![Image](image4.png)

- This app for customers aims to encourage them to manage their own play. It allows customers to set limitations/parameters for themselves (such as time spent in the venue, times of the month when they don’t want to be gambling) and gives them ownership over their own behaviour and limit setting.
- It sets personal alarms, but can also let the venue know if he/she enters outside of their parameters and staff will approach them to remind them.
| **Mandatory Pause Moments** | ■ In some instances there are some machines that have in-built breaks in play, or mandatory pause moments.  
■ Mandatory pause moments happen after 30 minutes of play, or after a total of £200 has been inputted in the machine  
■ There are opportunities for these breaks to also be designed around positive distractions, rather than simply being a ‘empty pause’  
**What does this mean for the player?**  
■ They force a break-in-play and a moment for self-reflection for the player  
■ They help the player to manage their time spent on the machine, and well as the amount of money spent |
| **The Sin Bin** | ■ This is a strategy used by an online gambling operator to exclude players from playing for a minimal time limit (approximately 15 minutes) if they are swearing, showing aggression or frustration towards the game  
**What does this mean for the player?**  
■ Players are barred from the game to give them time to reflect on their behaviour. Following this, they can play again and join back in on the online chat rooms  
■ This is not only a break-in-play for players, but can be utilised as an RG tool for staff |
### RELATED WORLDS’ INSPIRATION

#### OTHER SOURCES OF INSPIRATION

<table>
<thead>
<tr>
<th>Related World Example</th>
<th>Description &amp; Relevance</th>
</tr>
</thead>
</table>
| "How much are you spending?" | ■ This is a comparison mechanism that allows players to consider how much they are spending each week on gambling and calculate what else they could be spending this money on.  
**Why is this good?**  
■ Often gamblers have little/no idea how much they are spending  
■ This allows players to anchor their spend amount in the ‘real world’ |
| ![Image of comparison mechanism](image1.png) | |
| Pledge App | ■ This app is designed to remind the user to complete tasks that they often neglect. It highlights streaks and high scores so that users stay motivated and can focus on their goals.  
■ It promises to “slightly judge” the player if they fail to keep their promises, in the hope that this will be motivational.  
**Why is this good?**  
■ This could apply in the gambling context - where players set themselves limits, or manage the frequency of their visits to the place/website where they gamble |
| ![Image of Pledge App](image2.png) | |
| Mortgage Application – “dwell time” | ■ A new range of digital contractual documents are using “Dwell time” as an estimation of the amount of time someone should spend reading a page – to encourage active engagement with the terms of contracts (rather than ‘skipping’). Until this time is up, the reader is not allowed to go to the next page.  
■ By integrating tools that require active engagement, the use is encouraged to pay more attention to the information in front of them. This makes the reader feel as though the information is more important and thus is something they too should want to read and understand.  
■ It also gives the impression that the producer of this information cares about whether the applicant understands.  
**Why is this good?**  
■ This could be applied to PI relating to gambling  
■ By applying a timed component to the display of PI, it may encourage more players to engage with it  
■ Currently our research reveals that players often don’t engage with the information in front of them – either because it’s difficult to understand or players don’t feel like it’s important |
| ![Image of Mortgage Application](image3.png) | |
In the last few years there has been a huge amount of progress in the world on ‘personal tracking’ apps and devices – across many different sectors. For example:

- Fitness tracking and wellbeing apps such as Fitbit and Jawbone use a range of techniques to enable users to understand their health in new ways.
- Energy Smart Meters\textsuperscript{117} have become common place in homes across the UK, helping customers to track their energy usage and adjust energy consumption.
- Monzo- Personal Finance Tracking \textsuperscript{118} product that had received widespread praise for the empowering ways it presents personal finance information.

These apps are growing in popularity, helping individuals to track their progress and similar technologies could easily be translated to the gambling sector (especially for those sectors that already have account based play).

\textsuperscript{117} https://www.ovoenergy.com/ovo-answers/topics/smart-technology/smart-meters/what-is-an-in-home-display-ihd.html
\textsuperscript{118} https://monzo.com/
Looking at ‘pugs in fancy dress’ is an example of a fun distraction technique advocated by leading mental charity MIND.

Distraction techniques\textsuperscript{119} are a strategy advocated by mental health practitioners to enable individuals to step out of harmful trains of thought or dissociative states.

The literature includes a whole range of examples – however the general principle is that by doing something simple and totally different you can recalibrate and become more able to make accurate self-assessment.

\textsuperscript{119} https://www.mind.org.uk/information-support/your-stories/tackling-negative-thoughts-with-distraction/#.WSGPQWiyuM8
5.4 Product Information

SUMMARY OF OPERATOR FEEDBACK

- Working group members felt that there had been limited innovation around product information
- They attributed this to the detailed rules and regulations provided by the Gambling Commission – although few had specifically fed this back to the regulator
- In some circumstances, the WG members felt that their ability to communicate effectively was also hampered by the space available (e.g. small stickers on older machines). However, there were many environments where product information could be communicated more powerfully and few had any examples of doing so
- Conversations around product information were often hampered by commentary around how difficult it was to technical concepts easier to understand – and the working group members felt it wasn’t their responsibility to educate players in basic maths
- The working group found it challenging to receive feedback that players perceived ‘product information’ to include other messages in their environment that don’t contain any real informational value (e.g. hot & cold numbers).

EXAMPLES OF CURRENT PRACTICE

<table>
<thead>
<tr>
<th>CURRENT PRACTICE</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>IGT: “Know the Ride, Game Chooser”</td>
<td>- The image is attempting to depict to players the rate of volatility of machines &amp; the frequency and size of pay-outs  &lt;br&gt;  - The use of colours made the image stand out and drew in the attention of the player  &lt;br&gt;  What does this mean for the player?  &lt;br&gt;  - Most players were also able to recognise that playing on the “red” machine may result in a bigger pay-out  &lt;br&gt;  - However, many players fail to understand the idea of “frequency of pay-out” and instead were drawn to the “red” machine in their chase for the big win</td>
</tr>
<tr>
<td>Tutorials</td>
<td>- Some machines offer the player the opportunity to look at a tutorial of how the games are played  &lt;br&gt;  - Respondents were more likely to engage with video and imagery than text – feeling it is more interactive  &lt;br&gt;  What does this mean for the player?  &lt;br&gt;  - This offers the player an alternative channel through which to access product information</td>
</tr>
</tbody>
</table>
This application has been newly implemented in some sectors of the gambling industry

**What does this mean for the player?**
- It allows slot machine players access to a wealth of information about how to play slots, how they work, “slot strategies” and responsible gambling, whilst also allowing the player to assess their own behaviour and see what kind of player they are.

### RELATED WORLDS’ INSPIRATION

<table>
<thead>
<tr>
<th>Related World &amp; International Examples</th>
<th>Description &amp; Relevance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food Labelling</td>
<td>A traffic light system for displaying the calorie, salt, sugar, fat and saturated fat levels of different foods was introduced by the Food Standards Agency.</td>
</tr>
<tr>
<td></td>
<td>The colour red denotes high levels, drawing the attention of the reader – and discouraging some from consuming too many ‘red’ foods.</td>
</tr>
<tr>
<td></td>
<td>This could be one way in which attention could be drawn to PI that relates to gambling/different games. The bright colours are eye catching and the simple system is easy to understand. This has already worked well in one instance where the traffic light scheme was used to explain frequency of pay out of machines.</td>
</tr>
<tr>
<td></td>
<td>This has been successful because it clearly depicts the information that people are most likely to want to know about the food/drinks they are consuming. In relation to gambling, it’s important that operators provide information that is important for RG, but also information of interest to players. Otherwise, players may simply ignore it.</td>
</tr>
<tr>
<td>Food Labelling of Allergens</td>
<td>The Food Standards Agency also requires food companies to label the allergens that may be found in their products.</td>
</tr>
<tr>
<td></td>
<td>Bold labelling on food packaging allows consumers to identify quickly the information they need and ensures companies are abiding by all compliance regulations and maintain public safety.</td>
</tr>
<tr>
<td></td>
<td>The gambling industry could use such strategies for drawing attention to important statistics with regards to PI for each of the games available to customers.</td>
</tr>
<tr>
<td></td>
<td>By making some information bold, customers can easily identify information allowing them to make a more informed choice.</td>
</tr>
</tbody>
</table>
Game Sense Information Centres, Canada

- These centres allow players to access information that will enable them to make more informed decisions. They’re staffed by contracted employees to provide information and support to players.
- Centres include interactive, touch-screen resources designed to demonstrate to players how games work, explain the difference between chance and skill based games, provide information about the odds of winning, dispel commonly held myths about gambling, and provide tips for responsible play.
- They also include independently developed slot machine tutorials that animate the workings of an EGM, introducing concepts like ‘near misses’ and demonstrating random number generators.
- Many casinos also incorporate a Game Sense demonstration slot machine that open-up and allow patrons to see electronic components of the machine.
- Game Sense Centres often host a wide variety of entertaining and engaging educational activities using prizes and giveaways designed to generate awareness and conversation about responsible gambling.

A lot of innovation has been going on in recent years to help improve the clarity of energy bills – both to help customers understand their energy usages and empower customers to make changes (in order to save money, compare suppliers and save energy).
- Whilst different suppliers have a range of tariffs and statement designs, there are often similarities which enable comparison and help customers to make informed choices.

Reframing language

- Research from concept testing reveals that the shift in language in this message from “win” to “lose” had a powerful effect on players.
- Many players reported how this would make them think before playing a game, and would encourage them to think about their time and spend before playing.

We keep your personal information private and safe – and put you in control.

After a lot of criticism about ‘hidden terms and conditions’, leading internet companies have been innovating in how to design terms and conditions.
- For example, Google provides concise, clear information about how data is used before users decide whether or not to engage
Often the detailed terms and conditions are shown ‘step by step’, to avoid overwhelming customers with information.

A lot of pictures and visuals are used (including animation) to help anchor the meaning of text, break up long written passages and provide a lighter/more friendly tone.
6.1 Staff Training - feedback from the insight phase

### SUMMARY OF STAFF FEEDBACK

Across the project, researchers visited a range of venues (across all gambling sectors) and interviewed staff both in pre-arranged interviews and in ad-hoc interviews with an opportunity sample of staff that were on duty. Researchers spoke with staff across different staff roles & levels, including those who were brand new to gambling and those who had been working for a longer time.

In total, the research team spoke with over 90 staff – including staff employed at both HQ locations, in retail venues and online call-centres. All research was qualitative in nature, but include some elements of ethnographic observation.

Some RG Role Models…

- Across the venues and sites visited (see Annex 2 for detail), the research team met a huge range of staff – including some passionate advocates for social responsibility and individuals that seemed to act as enthusiastic role models for their colleagues. For example:
  - **Daniel** (regional manager, betting sector) was an enthusiastic and committed manager, who tried to create a family-style atmosphere at the retail branch of the large betting shop chain where he worked. He described himself as taking an active interest in his staff’s ability to deliver RG interventions and was conscious of the limited tools they had to effectively train the team – to the extent that he had developed his own materials
  - “People don’t learn much about how to talk to players from the e-learning, so I talk them through how to do it, show them how to do it and get them to practice”. (Management, betting)

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120 All research conducted by Revealing Reality (2016/2017)
Asif (a croupier at a large urban casino) told us that he felt waiting until customers show signs of ‘problem gambling’ was probably too late and that responsible gambling interactions with customers needed to be earlier. He had come to this conclusion after becoming ‘wearied’ with interactions that took place when a player was already angry which he felt could escalate the situation further. He found that talking to players through the course of their game helped him to build trusting relationships with customers, taking the pressure off future interventions.

“The problem is that by the time someone is crying or bashing a machine, it’s too late”.

Zara (customer service at a bingo) loves her job because of the relationship she builds with customers. She makes it her job to know about how they are doing, what is going on in their lives and finds that she can notice when their spending patterns change. She says that she always shows an interest in what they are doing and really enjoys these kinds of interactions.

Izzy (online moderator) is committed to going above and beyond for her staff and to exemplify customer services in general. She wants her staff to keep their eyes open for any warning signs and to use the account management systems they use to track problematic patterns of play. She feels that confidence in this area comes down to experience and she tries to enable and empower her staff with practical tips, that supplement the mandatory knowledge based training that they receive.

“It’s about putting yourself in the customers’ shoes and encouraging staff not to worry about the company or retaining customers, but customer wellbeing is the most important thing”.

Compliance over responsible gambling…

□ However, despite these examples and others, the more typical picture for staff across the gambling sectors and in different roles was that RG was not a priority and they struggled to communicate any clear priorities or practices (beyond licencing conditions).
□ “It’s just all the staff in the leaflets...It’s all just common sense...some of it’s just retarded”. (Casino)
□ Staff were much clearer on what they had learnt in training related to compliance and licencing obligations – such as Age Restrictions and Know Your Customer. “Oh god. Social responsibility training. You’re going to ask me about number 5 or whatever of the licensing objectives”.
□ Despite recognition of the changes that have occurred over time with regards to compliance, and SR awareness raising, there’s still a general concern that there remains much room for change. “We’re doing a lot and it feels overwhelming at times. I feel like it’s changed a lot, but there’s still a long way to go”.
□ When reflecting on SR training, staff often described it as ‘monotonous’ and the ‘most boring’ training they had to do. “It’s something we just have to go through...we have to go through the motions of it every year”.
□ Staff in management roles were often much clearer on social responsibility actions – including the importance of early intervention. Although they also had a lot of assumptions about who social responsibility training and actions are most relevant for.
□ Many ‘shop floor’ or ‘customer service’ managers recognised the importance of ‘soft skills’ in supporting staff with SR – although this was a more common view amongst those with operational duties.
□ Managers in other parts of the business often had a far more cursory understanding of SR and its relationship to their role/business objectives.
□ Staff in marketing and product development roles tended to have little understanding of the value of responsible gambling.
□ Some senior managers had assumed that floor-level staff aren’t interested in SR, resulting in poor leadership and an unfavourable organisational culture in some instances. “Staff
aren’t prepared to deal with people’s problems...this is not what they signed up to do when they applied for a job here”. (Director, Casino)

In addition to the ‘compliance focus’ a common problem we encountered was a strong sense that RG was only for ‘problem gamblers’ – which resulted in confusion about the relevance and importance of ‘early intervention’.

- Many staff associate certain behaviours with problem gamblers (i.e. kicking machines, crying, sweating, reacting to other people’s wins, borrowing money etc.), but found it more difficult to identify the subtler cues required for early interventions with players nearing ‘a problem’.
- “RG doesn’t apply to us, people only come here on holiday...we’ll never know if they’re a problem gambler”. (Manager, Bingo)
- “RG training is about recognising the 11 RG indicators, such as a customer getting angry, sad or asking questions about limits”. (Management, Casino)
- Staff were worried about potentially labelling their ‘normal customers’ as ‘problem gamblers’ by conducting ‘RG interactions’ with them, although some staff recognised the need for early interventions.
- “It’s all a bit of a blur, there’s so much to take in on your first few days. But I keep my books with me so I can pick things up and try and remember them”. (Shop floor staff, Bingo)
- “We do the AML, Think 21, Fire safety, Food standards, bar tending, SR and all the things about the actual role within the first few weeks”. (Casino Manager)

Need for building confidence & skills

- Many staff described feeling anxiety and/or nervousness about doing some element of social responsibility within their role. Staff regularly said that they felt SR activities to be difficult and requiring more senior input.
- Many were worried about how they would deal with any negative customer reactions. Sometimes this was because of the increased scrutiny they faced around these moments through monitoring and evaluation exercises.
- “Social responsibility is just something you have to do. It’s necessary that we know this stuff, but it’s not really relevant to our role because that’s just left to management”. (Shop floor, Casino)
- “It’s just something they have to do; it’s something you have to do. It’s not that relevant to what I actually do”. (Staff member, Arcades)
- Those who were more confident delivering SR interventions often attributed this to times when they had been able to talk through their experiences and actions with other staff. Staff reported improved understanding from having discussions with colleagues about scenarios and personal experiences. They valued conversations with more experienced members of staff.

“Having face to face interaction is great as it gets people thinking properly, and involved”. (Floor staff, betting shop)

- Across a wide range of different roles, staff reported a lack of practical tools to help them integrate social responsibility into their day to day activities.
- Some requested simple phrases and ways of interacting with customers that could help them to feel more confident in their ‘approach’
- “I’d love some training in approaching customers...this would be really helpful and would help build on customer service”. (Shop floor, Casino)
- For example, some had difficulty explaining key gambling concepts to players (e.g. if they made a complaint about machines not paying out and they needed to communicate how ‘return to player worked’ or the concept of randomness).
- Another example was that when staff had identified an individual they had a concern about, they could be unclear about what they were supposed to do next – especially if
the concern was not perceived to be at a level where self-exclusion seemed most appropriate

- “If someone just tells me that they’re down to their last tenner and that makes me feel concerned about them, what do I do in that moment? Tell them to self-exclude? Doesn’t seem quite right, especially if they normally are okay and it’s just a one-off thing?” (Shop floor, Bingo)

**Staff myths and misunderstandings**

- Like players, staff were found in many instances to have a poor understanding of how the games work and could struggle to answer questions accurately if asked
  - “I can’t understand those pay out rates. When people ask me about the machines I just say, the longer you play the more likely you are to win”. (Shop floor, Bingo)

- Belief in gambling myths is widespread (i.e. lucky numbers, lucky seats, the belief that a machine needs to “fill up” before it pays out), which the researchers observed having an impact on staff member’s ability to accurately describe games and perhaps could lead to the reinforcement of false beliefs in players
  - “I tell my customers that machines are like ticking time bombs, they take a long time to fill up but they have to explode at some point”. (Shop floor, Arcades)
  - “I’ll hold this machine for you whilst you go for a cigarette”. (Shop floor, Arcades)
6.2 Social Messaging – feedback from the insight phase

**SUMMARY OF PLAYER FEEDBACK**

**Awareness of campaigns**

- Most players we interviewed had some unprompted awareness of the ‘When the Fun Stops’ campaign that has been very prominent in betting shops and on betting adverts for several years.
- Awareness of other campaigns or social messaging was much more limited and players hadn’t always noticed posters, leaflets and information provided at their local venue or on websites that they frequented.
- When researchers accompanied players to venues, they asked players to point out any messages they felt were specifically there to help prevent harm – and players could find examples, although it was often the first time they had done so.
- Players described much of this kind of messaging as being ‘out of the way’, ‘unappealing’ and ‘irrelevant’ to them.
  - Indeed, much of the information they found within the venues was often relegated to smaller writing at the bottom of advertisements, or flashed for only a short moment in video-based commercials.
  - To some players, current social messaging can feel very text heavy, serious and overwhelming.
  - Players found it much easier to identify and relate to marketing and sales promotion information, which they described as more engaging and visually appealing.
  - “I don’t think I’ve seen anything that’s been about helping me to avoid making mistakes. Nah. I don’t think there’s much out there”. (Male, 28, Online betting)

**Maximising appeal: Relevance, tone & content**

- Whilst many average players do recognise they experience problems occasionally, they don’t perceive themselves to be ‘problem gamblers’. Indeed, they often saw people who had...
problems with gambling as being very far from where they were currently, even if they could identify some harms they experienced from gambling (e.g. running out of money, spending more than they intended to).

- Players often felt that they had a good awareness of healthy behaviours when able to think rationally about their playing behaviour (for example, they know they shouldn't spend more than they can afford, or spend so much time gambling that it impacted other things)
  - However, they found it hard to be disciplined or didn't have effective strategies to implement the advice when in a ‘hot state’
  - As such, they described a need for practical tips that they could integrate into their playing behaviour
    - “We need tips or ‘life hacks’, you know, things that can actually help when you are tempted to put that bet on that you can’t actually afford”. (Player, Sports betting)
    - “You kind of both do and don’t want a picture of your wife there, nag nag nagging away at you and reminding you of what else you should be doing. It would be good, but it also would be very bad”. (Player, Betting shop)

- When asked about the relevance of current social messaging to them personally, many perceived that current RG messaging was targeted towards “problem gamblers”, both in tone and message.
  - For example, messages such as ‘losing control’, ‘calling a helpline’, and ‘seeking professional advice’ were felt to be irrelevant to many players. “They have these messages around to help people who have spent their life savings and stuff. It’s really good—you know—ensuring they know where they can go and get help”. (Female, Casino player)
  - Whilst players felt that these messages may be useful for other people, they didn’t see it as relevant to them personally.

- Researchers found that the perceived author of the message could significantly impact the tone and perceived target audience. For example:
  - Gamblers Anonymous - Many perceived the messages to come from Gamblers Anonymous, which could make them strongly feel aimed at those with well-developed problems.
  - GAMCARE – For many gamblers, GAMCARE was assumed to be Gamblers Anonymous and they struggled to understand the distinction (as such, GAMCARE came with similar assumptions of being more relevant for players with more severe problems).
  - Gamble Aware – The Gamble Aware brand suffered with some similar associations, although to a far lesser degree. For example, some players aligned Gamble Aware more with Drink Aware (which was perceived to be more relevant to mainstream players). However, this wasn’t a clear association and more work could be done to improve the relevance of the Gamble Aware brand to a wider audience.
  - Operators – players were open and receptive to RG messages coming directly from operators, with some perceiving that such messages could build trust and show that gambling companies genuinely cared about the welfare of their players. Some pointed out that operators knew how to make ads more appealing and therefore may have a better chance at effectively engaging players. However, others felt it could potentially come across as disingenuous or half-hearted, especially if not done well.
  - Peer to peer – a few players spontaneously suggested that the messages could come from other players, in the form of ‘peer to peer advice’. This seemed to appeal to them as they felt the tone of the messages would be easier to relate to and the advice contained within the content would be more directly relevant and easier to apply.
Whilst players often liked the ‘When the Fun Stops’ campaign, they could also feel that it was difficult to relate to – as for them, the main problem with gambling was the fact that it was fun and their problems came because they were having too much fun and didn’t know how to stay in control and how to identify when to stop.

Players also highlighted that overly threatening or cautionary messages could cause them to disengage – for them, gambling was a fun activity – so long as they could keep it under control. Messages that made out that all gamblers were addicts or that moderate gambling was problematic was felt to be ‘scare-mongering’ and give a false impression of the reality.

- “It’s all fearmongering. I know I’m never going to spend all my savings and lose my family over gambling”. (Male, sports betting)

Therefore, the key challenge for future social responsibility messaging is to ensure that messages are personally relevant to a wide range of different players – helping them to be more self-aware about their playing behaviour and make better decisions.

Some player perspectives

- “My Mum says I hope you’re not going too mad on these games, and I have to bite my tongue and say Nah, it’s just a bit of fun... I know she’ll go ballistic if she knew I was wasting all that money...”. (Male, 27, Machines).
- Problem gamblers are proper addicts. It’s like a junky isn’t it – spending all their money and time to get their fix”.
- “I’d never tell my wife how much I spent on gambling. She isn’t a gambler at all. She wouldn’t understand”. (Male, 47, Casino).
- “I go down the bookies on my way to the butchers on Saturdays. I know I have 20 minutes to play on the machines before my wife will realise where I am”. (Male, 42, betting shop).
- “A true gambler knows what it’s about...you learn by the hard knocks and you accept that it’s best not to know what you’ve spent over time...I could probably have bought a house outright”. (Female, 65, Bingo).
- “If my bills are being paid then it’s fine – even if it means I don’t have money to buy food for the rest of the month, because I know I’ll eat at work”. (Female, 42, Bingo).
- “I used to be angry with myself for an hour, asking myself, why did you do that / what did that achieve?”. (Male, 27, scratch cards, online casino and sports betting)

INSIGHTS SUMMARY

<table>
<thead>
<tr>
<th>KEY SUCCESS CRITERIA</th>
<th>DESCRIPTION</th>
</tr>
</thead>
</table>
| Relevance of the message | ■ Relatable – for me. Understand the relevance of the messages to them and their current situation  
■ Perceived author has legitimacy and relevance to mainstream players |
| Appeal of message | ■ Feels like there is something in it for the individual – a clear benefit or value add.  
■ Utilises positive encouragement – e.g. how can they save, gain or accomplish something through doing what you suggest? Will his mental, physical, financial, social, emotional, spiritual stimulation, satisfaction, wellbeing or security be improved?)  
■ And/or  
■ Utilises cautionary messaging – e.g. how can the individual avoid (reduce or eliminate) risks, worries, losses, mistakes, embarrassment, drudgery (his fear of poverty, illness, accident, discomfort, boredom, social prestige, advancement) |
| Impact & actionability | ■ Makes it clear what to do next  
■ Recognises the power of small steps  
■ Provides a solution |
6.3 In-Play Messaging – feedback from the insight phase

Method – summary (full detail in Annex 2)
During the insight phase of the research, players were asked about their current limit-setting behaviours, their experience of in-play messages, and the openness to receiving RG messages whilst gambling.

Working Group participants were asked for feedback and input during the working group meetings.

SUMMARY OF PLAYER FEEDBACK

- Few respondents had direct experience with limit-setting - most had never seen any kind of in-play message or RG pop up
- Those that had seen them, felt they weren't a regular occurrence – sometimes perceiving that their spend was too low to trigger the algorithm
- In general, players felt that if the in-play messages were empowering and informative then they could be beneficial to their play
  ○ However, conversely if they were felt to be ‘naggy’ or patronising, it might cause an active rejection of the message
- Even if they didn’t set a limit currently, players felt that the reminder to set a limit in itself, could be helpful (reinforcing the idea that setting limits was a normal and important part of gambling)

Limit setting

- In some instances, players set their own limits and many often seemed to have a sense of what their ‘budget’ was for gambling (e.g. what was an affordable amount for them to spend)
  ○ For example, one player’s limit was the amount left in her gambling account whilst another’s was a set budget that he allocates to gambling at the beginning of the month.

“I don’t ever set limits because I never spend more than I’ve set aside as money for myself”. (Player, Arcades, Birmingham)

“I know that on a Saturday I have about 15 – 20 minutes to get in a bet and a game of roulette whilst I’m at ‘the butchers’ before my wife gets annoyed”. (Player, Betting, Manchester)

- For many players, money spent in gambling environments, via credit or chip for example, is often not seen as ‘real money’ – therefore regular reviews of behaviours and the financial implications of behaviours could be beneficial.
  ○ Where money is ‘virtual’ or ‘intangible’ (particularly online) players can view it as unlike other, ‘real’ currencies.

- Providing opportunities for players to reflect on what their winnings or losses could equate to ‘in real-life’ could encourage them to pause and reflect on their gambling habits and to discern when they had spent too much.
Some players found the idea of receiving a breakdown of their ‘spend’ uncomfortable (for example, their spend, losses and/or winnings over different periods of time) but most felt it would be a useful trigger for self-appraisal.

Those players who had seen pop-up messages, described them as easy to close and ignore. In order for in-play messages to be effective for them, they must be engaging and genuinely divert attention from the game, to help them cut through their dissociative state.

“I call it ‘tilt juice’. It’s when you get into that zone of humanity and nothing is going to stop you. That’s when you spend more than you can afford.” (Player, Poker and Casino, Manchester)

“When customers are on a machine, they’re in a bubble...we need to be able to pop that bubble.” (Staff member, Betting)
6.4 Product Information – feedback from the insight phase

**Method – summary (full detail in Annex 2)**

During the insight phase of the research, players were asked about their understanding of the games they play – including their awareness of current product information, the appeal and relevance of information as currently framed and their interpretation of what current messages actually mean to them. When accompanied into gambling environments, players were asked to identify anything they would consider to be product information and evaluate it in terms of relevance, helpfulness and how easy it was to engage with.

Working Group participants were asked for feedback and input during the working group meetings.

**SUMMARY OF PLAYER FEEDBACK**

- Most players taking part in our research had never engaged with the product information that was available
  - Some hadn’t noticed the information - and they perceived it to be displayed in an unengaging manner
  - Some may have glanced at it, but had felt that it was confusing or too difficult to understand. “I don’t really get the percentages. All I know is that if I play long enough, I’ll win” (Machine player, casino)

- When asked to find product information players often struggled to know where to look – or what to look for
  - Often product information was felt to be ‘hidden’ or displayed in ‘out of the way’ locations
  - Many players felt that product information was overly long and boring, with complex jargon and little to help them engage with it
  - “It’s just too long. It’s like reading a book or something. I’d just never bother” (Player, Bingo, Oxford)
  - Sometimes the font size was felt to be so small and badly designed that it became illegible
  - Overall, players regularly compared product information with ‘terms and conditions’, which they felt were designed to be off-putting and difficult to engage with
  - “I’ve never looked at this before, but it’s like disclaimers and stuff. It’s designed so you don’t want to read it. That’s when you know they are up to something!”. (Female, arcades)

- When forced to engaged with product information, players regularly struggled to understand the information it contained.
  - For example, many players did not understand the machine categories B2, B3, C & D, and therefore this information was irrelevant or meaningless
  - Many players felt that they struggled with numeracy and were put off by any ‘mathsy’ communication – in particular, percentages which they found intimidating. When asked to interpret the numbers, some inferred wildly inaccurate meanings from the information

Reactions to specific language and terminology
Even the more experienced players often struggled to know exactly what the different terminology relating to the games meant (e.g. RTP, volatility, house edge etc.)

■ When the RTP rates were explained to regular machine players, they did find it interesting to be able to compare games – and previously they’d typically relied on stake or jackpot amounts to help them choose which games to play

■ Some players struggled to understand basic odds

  “1 in 10 odds would mean that for every pound I spend, if I win I get a tenner. If it was 3 in 10, I would get… Erm… Actually, I’m not sure.” (Player, Sports Betting, Liverpool)

■ When asked to pick out product information, some players highlighted information such as ‘hot and cold numbers’ displayed on screens or posters in the gambling environment. When asked about their understanding of this information, players often unproblematically described them as being ‘useful’ in helping them to work out how to play the game
  ○ “You obviously watch to see which machines have paid out. You want one that’s got a lot of money in it, but hasn’t paid out in a while…” (Player, arcades)
  ○ Some players did understand the ‘theatrical’ nature of these displays and felt that they were ‘part and parcel’ of the gambling environment – ‘it’s just a bit of fun’
Annex 7: Transition to the Three-Pillar Structure

FOUR WORKSTREAMS TO THREE PILLARS

This project was originally commissioned as four separate work-streams (product information, in-play messaging, social messaging and staff training). However, over the course of the project it has become clear that by framing responsible gambling actions in terms of specific ‘types’ of intervention, we were potentially limiting the opportunities for innovation.

For example, ‘product information’ was often assumed to be a leaflet, information screen or sticker that provided technical information about a game. However, when considered from the player perspective, there are few limitations on how product information could be delivered, for example:

- At point of play (depending on what it is)
- By staff proactively, or when asked for information (and supported by training)
- Information about games could be contained within social messages (for example, explaining key game concepts)
- Other tools could be developed to help educate players or provide specific explanations about more challenging gambling concepts (e.g. randomness)

As such, we developed a new structure that framed the key issues identified around three, player outcome centric ‘pillars’ – ‘The three pillars of responsible gambling’. This framework represents a new theoretical model, which was discussed and tested with the working groups and wider stakeholders (although given its early stage of development will benefit from further refinement and testing).

The Three Pillars of Responsible Gambling are:

1. **Enabling Informed Choice** - Ensuring all players have a good understanding of the cost, risk and play experience of the games they play
   - Helping players to make more informed decisions about which games they play and how they play them (e.g. for how long, what stake).
   - Ensuring that players understand key gaming concepts and are able to critically reflect on cues & messages that form part of the game.

2. **Improving Self-Awareness** - To help players stay in control and effectively monitor the financial and social implications of gambling decisions
   - Providing appropriate tools & support to ensure that players are able to stay in control whilst gambling.
   - Helping players to make decisions that are in line with their priorities to avoid regret.
3. **Creating Supportive Environments** - To ensure all players receive adequate care and support to prevent gambling related harm
   o Ensuring that all staff and players recognise the value and see the personal relevance of responsible gambling activities.
   o Ensuring all staff feel confident to deliver and promote responsible gambling practice within and beyond the business.
Annex 8: Ideas Development & Concept Testing

8.1 Methodological recap

After sharing the key research insights, working group participants were asked to help generate ideas to fill gaps within the best practice submissions across several working group sessions.

These ideas were collaboratively prioritised and tested in qualitative research by players from a range of different backgrounds (see Annex 2). All of the research was conducted in-situ, so players were able to think about how they might actually react to messages in the context in which they normally gamble and provide more realistic feedback to the concepts. NB. Players who gambled online were included across the groups, and one specific session was conducted focusing only on online (and this session was held at a local Gala Bingo for convenience purposes).

In line with ‘rapid prototyping’ best practice, all ideas were simply mocked up and tested as ‘paper prototypes’ – for example, shown to players as simple line drawing, with the concept further explained by the researcher. Respondents were told that the stimulus was ‘early stage’ and for ‘illustrative purposes’ only – and that the pictures were not necessarily an indication of what the final ideas might look like (instead they were a tool to help us understand the relative merit of an idea, before more time and effort was invested in creating more sophisticated/expensive design prototypes).

The communication ideas developed by 18feet were tested similarly, with each communication line being printed separately and shown to players one at a time, for their spontaneous and more considered reactions.

All ideas were rotated across the group sessions, to minimise the chances of order effects.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Gala Bingo, Southampton</td>
<td>✅</td>
<td>✅</td>
<td>✗</td>
</tr>
</tbody>
</table>

121 For Product Information, In Play Messaging & Training Work streams only. For ‘Social Messaging’ the creative ideas were developed by 18feet&Rising, with the WG group involved in feeding back on the initial creative brief and providing critique of the first round of creative presented. The ideas that went on to be tested incorporated this feedback and there have since been a final round of amendments that are included in Annex 9.
<table>
<thead>
<tr>
<th>Location</th>
<th>✓</th>
<th>✓</th>
<th>x</th>
<th>x</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cashino, Glasgow</td>
<td>✓</td>
<td>✓</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Grosvenor Casino, London</td>
<td>✓</td>
<td>✓</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Coral, Betting (Kent)</td>
<td>✓</td>
<td>✓</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Gala Bingo (inclusive of the online sector)</td>
<td>x</td>
<td>x</td>
<td>✓</td>
<td>x</td>
</tr>
<tr>
<td>Cashino (Manchester)</td>
<td>x</td>
<td>x</td>
<td>✓</td>
<td>x</td>
</tr>
<tr>
<td>Grosvenor Casino (Manchester)</td>
<td>x</td>
<td>x</td>
<td>✓</td>
<td>x</td>
</tr>
<tr>
<td>Coral Betting Shop (Liverpool)</td>
<td>x</td>
<td>x</td>
<td>✓</td>
<td>x</td>
</tr>
<tr>
<td>Tombola, Paddy Powerbetfair, Castle Leisure (Newport)</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>✓</td>
</tr>
<tr>
<td>Cashino x 4 (Cardiff)</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>✓</td>
</tr>
<tr>
<td>Aspers (London)</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>✓</td>
</tr>
<tr>
<td>Jennings Bet x 2 (London)</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>✓</td>
</tr>
</tbody>
</table>
8.2 General insights from across concepts
tested with players

- Overall, players were very interested in the idea of more creative and engaging tools to help them better understand different games and provide them with tips and tools for gambling in a ‘better way’
- Not all the concepts we shared tested well with the players – in particular ideas that relied on numbers or more ‘mathsy visuals’ or ideas that they felt to be too abstract or vague
- Some ideas made the players feel uncomfortable – and at first this could lead to rejection, however with more time to think about the value of having their own opinions challenged could be re-appraised (for example, players often had an initially negative reaction to statements that showed them how much time they had spent gambling, feeling that this would be an ‘uncomfortable truth’ – however, many felt that they probably should know this information, even if it was ‘hard to hear’)
- For some, the negative reaction was much stronger – with some players saying they might be put off from gambling if they knew this information and others feeling that it was intrusive or stigmatising (in some cases, these reactions were from players with higher PGSI scores – although not ‘problem gamblers’ per the agreed definition)
8.3 Concept Testing: Pillar 1 ➔ Enabling informed choice

<table>
<thead>
<tr>
<th>Concept</th>
<th>Insights</th>
</tr>
</thead>
</table>
| ‘Tips and Tricks’ & ‘Bonus Button’ | ▪ Some players felt that they would be more likely to click on a button that contained a broader range of information (including higher value information), than if it was just an ‘information’ button’ (or worse, a ‘responsible gambling information button’).  
▪ Players felt particularly motivated to access ‘tip and tricks’ relating to the game – but felt that if there was just RG information available, they would find this disappointing and quickly disengage. However, if tips and tricks were available and RG information was integrated within this information, then it could make RG tips more appealing  
▪ Labelling the button ‘latest tips’ could suggest that the information is being constantly updated, and thus encourage increased engagement from players.  
▪ Providing players an incentive to engage with RG information was felt to be highly appealing (e.g. via a ‘bonus button’) – free games for example, or extra credit. Again, the execution of the information that was revealed after clicking would be highly important – with players feeling that you would need to receive an actual bonus, otherwise it could be misleading and prompt disengagement. |
| RG Button                | ▪ Many players associate ‘responsible gambling’ with ‘problem gambling’ and therefore were often of the opinion that the information they would receive after clicking on a button labelled ‘responsible gambling’ would not be relevant for them.  
▪ This is very significant, given that where such buttons do currently exist, players may lack the motivation to click on them.  
▪ This finding also has potential relevance to the labelling of RG information in other settings (e.g. on leaflets or screens) – suggesting that more thought needs to be put into ways to motivate players to access the information, rather than simply literally describing what information it contains. |
| The Responsible Racoon   | ▪ The ‘Responsible Raccoon’ was an attempt to re-frame the presentation of RG information, from ‘boring’ to more fun.  
▪ Some players were drawn to the “responsible raccoon” because it seems friendly & approachable. Players |
described it as having a more light-hearted or “childlike” aura which left them more inclined to click on it than the ‘Responsible Gambling Information’ button.

- This was especially true for Bingo players, who thought that it matched with the fun, light-hearted tone found within bingo settings.
- However, other players could find its childlike nature unappealing and off-putting. This was especially so for casino players, who thought that the image was not suitable for the adult environment.

- Some players associated the “exclamation mark” with an error, rather than a warning.
- Players felt that they probably wouldn’t click on a warning symbol they encountered whilst playing a game.

- The ‘life buoy’ illustration was designed to help players associate the button with an immediately relatable icon that indicates ‘help’ or ‘safety’.
- However, the image was often too abstract for players, resulting in confusion.
- Some players also noted that some gambling machines have (e.g. nautical, pirates, boats), which could potentially mean that such concepts/icons get lost in the imagery.

- The lightbulb was seen to represent an idea rather than a warning or help button.
- Although an ‘ideas’ button might attract some players, many of the players we spoke to would ignore the icon as they often didn’t understand its relevance.

### COST OF PLAY

**Challenge:** It’s particularly difficult to articulate the concept of time when explaining ‘return to player’ rates to players.

<table>
<thead>
<tr>
<th>Concept</th>
<th>Insights</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Some players were often immediately put off by the graphs, sometimes before they had even taken any time to process what they were trying to communicate.</td>
<td></td>
</tr>
<tr>
<td>- When forced to engage with the graphs, some took indicative information very literally and could easily get confused.</td>
<td></td>
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<tr>
<td>- Furthermore, even when they did make progress with understanding them, they often required further explanation and contextualisation for players to feel confident with their interpretation.</td>
<td></td>
</tr>
<tr>
<td>- When thinking at ‘Return to Player’ rates, the downward trajectory seemed to be the strongest aspect of the graphs in terms of impact – clearly suggesting to players that over time they would lose more than they would win.</td>
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</tbody>
</table>
However, sometimes the message was misinterpreted:
- Some players understood the graphs to be showing the number of games they need to lose before they get a win – this could encourage players to chase their losses (this was particularly true where the graphs showed a ‘stepped’ progression)
- Many players also sought pattern recognition in the information they were shown (e.g. counting wins and losses), thus finding the graph to provide them with false information relating to the operation of the game (and not help them to better understand randomness).

This concept is an attempt to depict percentages in a more visual manner
- With explanation, some players found it easier to understand the percentage than if it was written as a number – however, others just found it equally as confusing saying that they would have to ‘count up all the dots to work out how many it would be’
- Some suggested that idea could work with a better design, but they weren’t confident in it as a device.

The idea of presenting the chances of losing, rather than the chances of winning made many players feel uncomfortable about being reminded of the amount of money they were likely to lose.
- However, overall it was felt to be as honest and balanced as ‘chances of winning’ and therefore they agreed that it was equally fair to show this display.

Overall, players liked the idea that they could predict better how much they might spend in each session – although again it was often an ‘uncomfortable truth’ that they didn’t spontaneously find appealing.
- Players picked up on the subtle colour coding signals (e.g. using green to indicate a shorter game or that they can’t afford the game). Some felt that this would cause a second of reappraisal that could potentially stop them from ignoring the message and just ‘blindly’ clicking the ‘yes’ button.

Players felt that this method of presenting information was far clearer than the current way of depicting the cost of gambling – likening it to other services they buy or could buy (e.g. tanning beds, time at the golf range, internet access)
- Most found it easier to understand how this concept might apply to fixed costs types of betting – for example, bingo – where you buy tickets that have a certain time duration. They found it less easy to understand for other games that had a varying stake (e.g. roulette). However, they could see that a similar
Many players felt like these concepts that depict ‘house edge’ were quite challenging.

To some players, it was obvious that the house makes a profit thus it didn’t need to be displayed in this way.

To others, it was a startling reminder that the gambling operator was there to make money – rather than just providing them with ‘opportunities to win’.

**DE-MYTHIFYING**

**Challenge:** Most people understood that games were random, but struggled to apply this to the individual spin on machines.

**Impact:** Some players were angry that the information they were being presented is misleading.

<table>
<thead>
<tr>
<th>Concept</th>
<th>Insights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Players across the research often struggled with the idea of randomness</td>
<td></td>
</tr>
<tr>
<td>Although we didn’t test any tools specifically to communicate randomness, the image was designed to act as a disclaimer around claims that players should ‘save machines’ or ‘play on lucky tables’</td>
<td></td>
</tr>
<tr>
<td>For many respondents, highlighting the lack of randomness was felt to be confusing in itself – raising more questions than answers</td>
<td></td>
</tr>
<tr>
<td>The statement ‘this game has no memory’ was not enough to help players understand the concept of randomness or apply the concept of randomness to other claims</td>
<td></td>
</tr>
<tr>
<td>The ‘bullsh*t bull’ was an example of a disclaimer which could be used to highlight misleading information within the gambling environment</td>
<td></td>
</tr>
<tr>
<td>Players were told that this kind of icon could be used as a sticker to mark out inaccurate or misleading information</td>
<td></td>
</tr>
<tr>
<td>Even from a simple description of this concept to players, they were often taken aback by the idea that there was misleading information within gambling environments – one even suggested that ‘trading standards’ or even ‘the police’ should do something about it</td>
<td></td>
</tr>
<tr>
<td>When it was explained what kinds of information could be misleading, players felt that a disclaimer could be helpful to prevent players for misunderstandings</td>
<td></td>
</tr>
<tr>
<td>Many liked the ‘bullsh*t bull’ as it was friendly, engaging and easy to remember (especially if it was clearly labelled)</td>
<td></td>
</tr>
</tbody>
</table>
8.4 Concept Testing ➔ Pillar 2: Improving self-awareness

At a rational level, many players are aware of the basic RG messages – they are common sense, practical ideas (e.g. not spending more than you can afford). Currently, many players seem to associate the current RG messaging in venues with problem gambling, which for them equals ‘addicts’ or ‘people at rock bottom’. However, despite scoring low enough on PGSI scores (and knowing much of the advice) many had experienced moments of regret and ‘harm’ they put down to gambling.

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122 All creative work for the social messaging was conducted by 18feet&Rising (commissioned jointly by Senet Group & Gamble Aware)
The most universally relevant topics were perceived to be the ones that centred around money (but time was also relevant)

These sentiments were more universally relevant:
- Not spending more than you can afford
- Not getting carried away/losing track
- Not chasing losses
- Not leaving with ‘regrets’

Could happen to anyone, commonplace

These were more difficult to identify with:
- Keeping secrets / Lying
- Strong negative emotions (e.g., ‘numbness’)

Less frequent, more indicative of a ‘specific problem’

When discussing what advice they most wanted, players were looking for ‘practical tips’ and ‘reminders’ of how to ‘lose less’/avoid future problems

<table>
<thead>
<tr>
<th>Professional Support</th>
<th>Direct Instruction</th>
<th>General Advice</th>
<th>Selling Benefits</th>
<th>Behavioural Tips</th>
</tr>
</thead>
<tbody>
<tr>
<td>Where to get more serious help</td>
<td>No practical support</td>
<td>Reminder of broad principles</td>
<td>Easy to integrate advice on how to achieve that</td>
<td></td>
</tr>
<tr>
<td>If you are experiencing financial stress, call GameCare</td>
<td>Don’t spend more than you can afford</td>
<td>Stay within your limits / set limits</td>
<td>Stopping now saves more for later</td>
<td>To stay on budget - stick a note to yourself on your debit card</td>
</tr>
<tr>
<td>“It’s really good it’s available, but I would never ring”</td>
<td>“You see that and you think ‘yeah, obviously!’”</td>
<td>“I always think I should set a limit, but I never get around to it”</td>
<td>“Like life hacks...telling you how to stay in control, helping you to do it”</td>
<td>“Reminding you what else you could be doing with your money”</td>
</tr>
</tbody>
</table>

Acute need | Rational – cold state | Preparing for: Warm/hot state
Just a heads up…

It can be hard to talk about gambling. It is often a very personal and sensitive subject, especially if you suspect you might be doing it a little too often. We want to be there for gamblers at the critical moments, and reach out a hand to those who need it, when they need it most. We’re there to offer support, and give friendly, helpful advice.

Just a heads up…it’s easy to underestimate how much you’re losing
Just a heads up…it’s good to set yourself limits
Just a heads up…stay calm and keep your winnings
Just a heads up…waiting for a big win can lead to problem gambling
Just a heads up…you might not realise when you’ve lost control
Just a heads up…feeling ‘in the zone’ is when you’re most at risk.
### JUST A HEADS UP

<table>
<thead>
<tr>
<th>Appeal</th>
<th>‘Just a heads up’ was liked for its friendly and ‘below the radar’ tone – peer to peer, from a mate etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Drawbacks</strong></td>
<td>For many that actual phrase, could be interpreted as ‘cheesy’ or someone ‘trying to be cool’</td>
</tr>
<tr>
<td><strong>Variant</strong></td>
<td><strong>Feedback</strong></td>
</tr>
<tr>
<td>...it’s good to set yourself limits</td>
<td>■ A useful reminder, although easier to say than do</td>
</tr>
<tr>
<td></td>
<td>■ To work harder the message needs to translate the budget that players have in their head, into a practical action.</td>
</tr>
<tr>
<td>...it’s easy to underestimate how much you’re losing</td>
<td>■ This would act as a reminder and help to promote self-awareness</td>
</tr>
<tr>
<td></td>
<td>■ May be more applicable in some environments than others, and when using chips or credits</td>
</tr>
<tr>
<td>...waiting for a big win can lead to problem gambling</td>
<td>■ This was considered by some to be relatable as most gamblers want the “big win”</td>
</tr>
<tr>
<td></td>
<td>■ Some players failed to understand the logic for this</td>
</tr>
<tr>
<td></td>
<td>■ Using the phrase “problem gambling” was unhelpful &amp; made players disengage</td>
</tr>
<tr>
<td>...feeling ‘in the zone’ is when you’re most at risk</td>
<td>■ Very mixed results, with some recognition of this irrational state of mind</td>
</tr>
<tr>
<td></td>
<td>■ Some didn’t recognise the idea of being ‘in the zone’, until it was explained to them</td>
</tr>
<tr>
<td></td>
<td>■ Lacks tangibility &amp; can be vague</td>
</tr>
<tr>
<td>...you might not realise when you’ve lost control</td>
<td>■ Some respondents mentioned that they didn’t know what “losing control” looked like for a mainstream player.</td>
</tr>
<tr>
<td>...stay calm and keep your winnings</td>
<td>■ Some liked the ‘stay calm and’ approach (ref. ‘keep calm and carry on’)</td>
</tr>
<tr>
<td></td>
<td>■ Some related to the idea that it’s best to keep hold of your winnings, rather than spend them (good tip)</td>
</tr>
<tr>
<td></td>
<td>■ Could be patronising if not executed appropriately</td>
</tr>
</tbody>
</table>
Play Smart

There is a skill to gambling responsibly. Responsible gamblers only bet what they can afford, they keep a cool head, and they know when to stop. Consequently they are able to enjoy placing a bet in a safe, controlled environment. We want to encourage these clever tactics, and emphasise that sticking to them is the only way to come out on top.

Winners walk away.
Winners know when to stop.
Winners know their limit.
Winners keep a cool head.
Winners stop now to save for later.
Winners play calmly.

Play Smart.
<table>
<thead>
<tr>
<th>PLAY SMART</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Appeal of route</strong></td>
</tr>
<tr>
<td><strong>Drawbacks</strong></td>
</tr>
<tr>
<td><strong>Variant</strong></td>
</tr>
</tbody>
</table>
| ...winners know when to stop | ■ Friendlier, lighter tone  
■ Location is important, for example, at a cash point or a momentary point in play |
| ...winners know their limit | ■ Lighter tone  
○ “this work to plant the seed for the player” |
| ...winners walk away | ■ Some players thought that it was unrealistic to suggest that players walk away whilst they’re on a ‘winning streak’  
■ Many players felt that this would work particularly well when gambling with friends |
| ...winners stop now to save for later | ■ Many players liked how this concept referred to other things that they could do in their lives  
■ Nevertheless, some thought the tone of this message was condescending |
| ...winners play calmly | ■ Some players noted that there were multiple ways of interpreting the word ‘calm’  
■ Players often perceived themselves as playing calmly, even when others would suggest that they’re not  
■ Some noted that ‘not being calm’ could also be part of the fun |
| ...winners keep a cool head | ■ Many players recognised that they needed to ‘stay in control’ to play well  
■ Some (especially older players) didn’t recognise the term ‘keep a cool head’ |
Ask Yourself...

It is all too easy to ignore your conscience, and keep telling yourself that everything is fine. Which is why we think it's important to talk directly to each individual player, and create an opportunity for them to step back and assess their own gambling habits. There is an immediacy to the questions, which makes them hard to ignore.

Ask yourself...did you mean to be here this long?
Ask yourself...if you stop now, what could you afford to do later?
Ask yourself...have you hit your limit and played on?
Ask yourself...are you keeping a cool head?
Ask yourself... are you still having fun?
Ask yourself...are you going to lie about this later?
### Ask Yourself

<table>
<thead>
<tr>
<th>Appeal of route</th>
<th>Empowering the player, not telling them off. Puts them in control. Feels like it’s talking directly to them.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Drawbacks</strong></td>
<td>Associated messages are critical to avoid route being ominous.</td>
</tr>
<tr>
<td><strong>Variant</strong></td>
<td>Feedback</td>
</tr>
</tbody>
</table>
| ...are you still having fun? | - Relatable and applicable  
|                   | - Many players thought it was like ‘when the fun stops, stop’ – there wasn’t much ‘newness’, but it was familiar |
| ...have you hit your limit and played on? | - Largely applicable as many players set their own limits  
|                   | - Players felt like this would be applicable across all environments as it’s understood that limit setting behaviour is widespread |
| ...did you mean to be here this long? | - This was relevant to some players who felt guilty about how much time they spent gambling, or how frequently |
| ...if you stop now, what could you afford to do later? | - This message was taken quite literally by many players, and seemed to suggest gambling more  
|                   | - However, some thought that being reminded to save money to spend on other things was appealing |
| ...Are you keeping a cool head? | - Not all players understood the ‘cool head’ analogy  
|                   | - Some felt like it would act as a reminder…  
|                   |  - “it reminds you to ask yourself whether you’re still cool or whether you’ve become agitated” |
| ...are you going to lie about this later? | - Some felt that this was particularly harsh, and associated it with ‘problem gamblers’  
|                   | - ‘Lie’ was thought to be a strong word by many  
|                   | - Some thought that this made it powerful, whilst others found the concept uncomfortable |
Know the signs

Sometimes a stern voice is the best thing to help you see things clearly. We are the experts in gambling, and consequently we know what the signs of a potential gambling problem look like. We’re not here to make friends, we’re here to keep people safe. We deliver the facts in a concise and impartial way, so everyone knows the signs.

#1. Numbness. Know the signs.
#2. Agitation. Know the signs.
#3. Enjoying the bet more than the game. Know the signs.
#4. Saving a lucky seat. Know the signs.
#5. Not seeing your friends or family enough. Know the signs.
#6. Chasing a big win. Know the signs.
## KNOW THE SIGNS

<table>
<thead>
<tr>
<th>Appeal of route</th>
<th>Felt to be informative and helpful – if you are worried about someone or want to be vigilant</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Drawbacks</strong></td>
<td>Can feel very serious and problem focussed; seems to draw attention to 'other people', vague</td>
</tr>
<tr>
<td><strong>Variant</strong></td>
<td><strong>Feedback</strong></td>
</tr>
</tbody>
</table>
| ...chasing a big win. Know the signs. | ▪ Many players felt like they had experienced this feeling  
▪ However, players often wouldn’t use this language to describe it and sometimes failed to understand the logic |
| ...not seeing your friends and family. Know the signs. | ▪ Many perceived not seeing friends and family as a sign of problem gambling thus felt that it was relevant to them.  
▪ Some players suggested softening the tone to 'hiding away' or 'seeing friends and family enough'. |
| ...Agitation. Know the signs. | ▪ Responses to this variant were largely mixed  
▪ Some said they’d never experienced this feeling whilst gambling, whilst others said it was a common feeling to experience whilst losing |
| ...Numbness. Know the signs. | ▪ There was general confusion over what 'numbness' was referring to, and how it’s related to gambling |
| ...Enjoying the bet more than the game. Know the signs. | ▪ Some struggled to work out/see the difference between the ‘bet’ and the ‘game’  
▪ Many players noted how it wasn’t applicable across all sectors |
| ...Saving a lucky seat. Know the signs. | ▪ Players often struggled to understand what the mysticism was around gambling, and fail to see how holding false beliefs is a sign of problem gambling  
▪ Thus, more would need to be done in terms of content to anchor the sentiment of this concept |
Be Aware. Be Gamble Aware.

When it comes to responsible gambling, awareness is key. If you don’t know what to look out for, it is much harder to keep yourself safe. We don’t want to take sides and give people a hard time for placing a bet, we’re just here to remind them to be aware when doing so. Our neutral tone is informative and practical, reminding gamblers to be aware, and educating them in how to do so.

Be aware, keep an eye on your mood when you play. Be Gamble Aware.

Be aware, when you’re ‘in the zone’ you’re most at risk. Be Gamble Aware.

Be aware, the last person to recognise a problem could be you. Be Gamble Aware.

Be aware, stopping now saves more for later. Be Gamble Aware.

Be aware, thinking you’re in control isn’t the same as being in control. Be Gamble Aware.
## BE AWARE. BE GAMBLE AWARE.

<table>
<thead>
<tr>
<th>Appeal of route</th>
<th>Felt to be a strong message which had a necessarily serious tone &amp; credibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Drawbacks</strong></td>
<td>Highly cautionary and potentially stern in tone – which can be somewhat alienating; most like current</td>
</tr>
<tr>
<td><strong>Variant</strong></td>
<td><strong>Feedback</strong></td>
</tr>
</tbody>
</table>
| ...when you’re ‘in the zone’ you’re most at risk. Be gamble aware. | - Some players felt that being ‘in the zone’ wasn’t necessarily a bad thing  
- Some also felt that this was a bit of an overstatement  
  - “being in the zone is a one off...are you really at risk in the moment?” |
| ...the last person to recognise a problem could be you. Be gamble aware. | - Players related to this message and felt that it was true and realistic  
- However, because of the word ‘problem’, many players still ‘othered’ this message  
- Some players mentioned that they didn’t know what ‘problem’ constitutes |
| ...stopping now saves more for later. Be gamble aware. | - This variant was open to misinterpretation, as some players felt that it was encouraging players to save some of their money for gambling later  
- Some players thought that the focus on finances made the variant more engaging |
| ...thinking you’re in control isn’t the same as being in control. Be gamble aware. | - Players could relate to this as they often did feel like they were in control  
- However, whilst it raises awareness, it doesn’t provide much guidance or support or what gamblers should do next |
| ...keep an eye on your mood when you play. Be gamble aware. | - Some respondents thought that “mood” didn’t seem like the right word here and “emotion” would work better  
- Many players noted that if they were to keep an eye on their mood, they wouldn’t know what they were keeping an eye out for |
### Other Concepts Tested

#### Spend and Time Awareness

<table>
<thead>
<tr>
<th>Concept</th>
<th>Insights</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Many players felt that providing better summaries of how much they had spent could prove to be useful tools to help them stay in control of their gambling.</td>
</tr>
<tr>
<td></td>
<td>Some told us that they felt they had experienced moments when they had lost sight of how much they had spent – and had therefore spent more than they could afford.</td>
</tr>
<tr>
<td></td>
<td>Whilst they didn’t like to be reminded of how much money they had spent, they did feel it would be impactful on their behaviour.</td>
</tr>
<tr>
<td></td>
<td>Some players felt that the seriousness of the presentation could jar with their mood whilst in a gambling environment – and felt that more fun or humorous elements could help them to engage with it.</td>
</tr>
<tr>
<td></td>
<td>Players liked both the receipt and the detailed player statement idea.</td>
</tr>
</tbody>
</table>

**Total Spend Receipt**

- The receipt was felt to be useful both at the moment you received it, and also later if you found it whilst ‘cleaning out your wallet’ or ‘bag’. Some specifically liked the idea that it would tell you how much you’ve spent over an evening or session.
- Some imagined they would get a printed receipt after they had finished a game; others imagined they would get this receipt after topping up the credit on their account or cashing in.

**Your Gambling Money Manager**

- Whilst many players found the idea of being presented with their playing ‘statistics’ uncomfortable, most felt it would be ultimately useful. Players particularly liked the ability to track their player habits over time, to see trends in their play.
- Players imagined that this kind of service would be available through a gambling app or their online account settings.

- Respondents felt that visualising how much they had won and lost during a session could be helpful.
- Some players felt that being reminded of their losses might make them want to play on to try to win their money back.
  - “If that came up at the end of a game I would be really annoyed, it’s like they are rubbing it in my face.”
- Most agreed that if this concept was implemented they would want it to be private, with one of the largest concerns being judgement by others regarding their gambling behaviour.
- If this was to appear at the end of each session, it could potentially lead some players to chase their losses.
- A predominant concern of this was the level of privacy a player would be permitted. Many players felt that they didn’t want anyone else knowing how much they have spent.
8.4 Concept Testing → Pillar 3: Creating supportive environments

## CONCEPT TESTING WITH STAFF

### CONCEPT: BITE-SIZED TRAINING MODULES (<5MINS DIGITAL RESOURCES)

<table>
<thead>
<tr>
<th>Concept: Bite Sized Staff Training</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong> → A 2/3-minute training video (E.g. content could focus on simple subjects relating to a widely-held gambling myth or misunderstanding. This video would be delivered regularly (e.g. monthly or every three months); followed by an online forum or group discussion amongst staff members, to share thoughts and reflections, ask questions and learn from each other’s experiences.</td>
</tr>
</tbody>
</table>

### CONTEXT

- Staff felt the training they had previously received relating to RG could be boring, long and focussed on licencing/compliance
- Staff highlighted that they hadn’t received any specific training that provided them with tips or tools to help overcome practical problems they experienced day to day – for example, customers who strongly believe ‘gambling myths’ or have ‘common misunderstandings’
- Some said that they often faced gambling myths and didn’t know how to respond – so they often found themselves agreeing with the customer
  - “If someone says something like that, the staff often go into panic mode and point them in the direction of the manager”.
- In some cases, current training did allow staff to play demo games to “explore the games” and develop their own understanding – however this was unstructured and perceived to be more for sales purposes, rather than RG
- Some staff had already developed their own personal responses to questions relating to gambling myths, although they didn’t know if they were right or wrong (or indeed, what their employer would want them to say)
  - “Customers ask about which machines have taken a lot of money today … and I tell them ‘it doesn’t matter, it’s all down to luck!”

### INITIAL RESPONSE (POSITIVE)

- Most staff members responded very positively to the concept, saying that they would appreciate training and tools to help them practically support customers and provide better information (e.g. Helping them to explain the games in a more factual manner)
- Staff agreed that players regularly misunderstood games and were able to recite myths or false beliefs customers held (for example, asking staff to hold machines for them, believing in specific “tricks” and “tips” for winning etc.)
- All those who reacted positively to this idea, felt that this type of training should be delivered to any staff member who deals with customers, incorporating different roles
  - “The more people they can have involved in this, the more ideas that will come out”
- Many felt the concept was a good way to help new staff learn from older or more experienced staff, and those who are training to be duty managers
- Some saw it as a key way to induct staff members from outside of the UK
  - “they don’t have SR in their countries – so it’s really new to them”
- Overall, there was a general sense that any training materials should be kept as simple as possible so that everyone can understand
“It should be aimed at the lowest level of staff and work upwards”

- Most were happy to receive this kind of training once per month as the videos were short and wouldn’t take that much time to deliver
- Many felt that higher frequency, shorter training modules would be most important and help them to keep the key messages clear in their minds
- Other staff, particularly more senior members of staff, believed monthly would be difficult to organise logistically (esp. due to staff rotas) and opted for the quarterly option
- Most staff preferred that the training should be delivered in small groups, which allow for easy discussion and would make staff feel more comfortable. However, they were equally happy to complete it on their own if it wasn’t possible to facilitate a group discussion.
- Many seemed happy to watch the training videos on their phones, if there was no other easy way to watch them

INITIAL RESPONSE
(NEGATIVE)

- A small number of staff members felt that whatever they said to players, it might not make a difference or prevent problem gambling
  - “It's probably too late, these myths are so ingrained within the player’s psyche”
- Only one staff member believed gambling myths and misunderstandings were not an issue and didn’t think the training would be helpful
  - “Gamblers certainly understand randomness…the person is stupid if they think that hot and cold numbers mean anything.”

CONCEPT: EARLY INTERVENTION BEHAVIOURAL TRAINING

Concept: Early Intervention & Proactive behavioural training
Description – Training staff in practical tools and techniques to engage players with RG information and support before they show signs of problems. For example, promoting open communication between staff and players, giving staff confidence to initiate conversations & provide support or signposting to other information

CONTENT

- Many staff in customer facing roles were being actively involved to engage with customers as part of their customer service training
- Some staff members had developed their own strategies for interacting with players they had concerns about, often on a more personal level. For example, talking about common interests, such as asking about the football:
  - “Are you watching the game tonight?” / “What did you think of the game yesterday?”
- Some were being actively encouraged to interact with customers specifically for RG purposes, although many said they found this difficult
  - For example, some staff members were using mandatory pause moments built into machines to interact with customers
  - One staff member in their previous role was given a positive interaction book, which had examples of how you’d interact with customers in different instances
- Many staff members were aware that they had the voluntary self-exclusion scheme to offer customers, but some felt that this would not be appropriate for all customers and they felt they lacked other tools to help support customers they had concerns (albeit less serious concerns) about
- Staff often noted how RG or SR currently feels like a scary subject and something that they lack confidence with
  - “Staff are nervous because of the importance…the threat of doing something wrong…this makes interactions difficult”
INITIAL RESPONSE (POSITIVE)

- Some staff members said that by normalising interactions and having more casual interactions with players more frequently they would be better able to gauge how the customer is doing, and whether or not there is something the staff member needs to be “keeping an eye on”.
  - “Staff need to feel empowered to make these judgements and given the confidence to do so”.
- Staff members felt that by interacting with customers and looking after their interests they would be “creating a positive environment, and they saw that protecting vulnerable players was very important”
- Many felt that having permission to talk to customers and the tools to integrate RG into these conversations would be good (one staff member even said that it would be “brilliant”)  
- Staff felt that any kind of training in this area would be better than what they have currently (e.g. none!)
- As such, they were open to written manuals, e-learning of face to face training
- Many thought it would be appropriate to deliver the training alongside customer service training, rather than with ‘health and safety’ as RG is often currently positioned
  - “protecting the vulnerable is very important” ... “it’s staff members job to open their eyes, and see what’s happening around them”
  - When talking about customers, the staff member said its key “to make time for them”

CONCEPT: RESPONSIBLE GAMBLING CHAMPIONS

CONCEPT: Staff RG role models and champions within their team or venue
Description → Having one/two RG champions within environments who would have received specific RG training and could train and support other staff members to promote RG

CONTEXT

- Staff highlighted that they learnt a lot from their peers – especially those staff members who were older or more experienced
- Many felt that individuals who were passionate about a subject could be good role models – and could help enthuse others with energy and advice
- Some felt that a colleague was already acting in this kind of role informally – for example, having become the ‘go to’ person for advice on RG related issues. It was felt that by formalising this role and providing some additional support/training/tools their impact could be strengthened

INITIAL RESPONSE (POSITIVE)

- Some expected that the RG champion would be easily identifiable – perhaps wearing a badge or having their picture displayed in the staff room
- They also felt that perhaps this person would have responsibility for coaching/mentoring other members of staff and ensuring that all the other RG activities were happening as they should
- Many felt it was easier to learn from peers, rather than managers – as they could practice and ask questions (rather than exposing their own naivety or lack of knowledge)
- Some expected the RG champion to also lead or be present at RG training – to encourage face-to-face interaction, and the sharing of experiences – training in a group setting, allowing for collaboration
- RG Champions – potentially that understand in depth how each store is run, and the specificities of the RG training that staff would require
<table>
<thead>
<tr>
<th>INITIAL RESPONSE (NEGATIVE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Some staff members felt as though they were doing enough to promote RG &amp; ensuring that the environment is safe</td>
</tr>
<tr>
<td>- &quot;they have all the posters and signs, and they have the quiet room&quot;</td>
</tr>
<tr>
<td>- Another staff member felt that regardless of the amount of training provided, they would struggle to change the way they approached customers and certain situations</td>
</tr>
<tr>
<td>- &quot;...some staff members just approach things in the wrong way, but this is just part of their character and it’s very difficult to change, regardless of how much training is provided&quot;.</td>
</tr>
<tr>
<td>- Staff were concerned that if RG champions weren’t from their venue, they wouldn’t understand the complexities and intricacies of the day-to-day</td>
</tr>
<tr>
<td>- &quot;champions should spend a couple of days in store, getting to know the store and the staff and basing their training and advice on what they have witnessed – training should be context specific&quot;.</td>
</tr>
</tbody>
</table>
8.5 Additional Ideas Generated

PILLAR I: PROMOTING INFORMED CHOICE

ADDITIONAL IDEAS RELATING TO: Current information lacks stand out and appeal

- Use graphic design, video, or other creative techniques, to make product information more visually exciting and engaging
- Create industry ‘shared visual language’ with standard icons for RG/product information so that players can easily recognise and find information when they need it
- Product information could be integrated into social messaging/poster/screen-based information campaigns – for example, explaining randomness or communicating RTP in an easy to understand way
- Gamification of product information – for example, integrating product information notices into the actual game play (for example, revealing RG features as ‘Easter eggs’ or embedded into bonus features)
- Making product information fun to engage with in itself – so turning the PI into games or interactive infographics
- Making product information screens harder to exit without reading (e.g. monitoring dwell time or ensuring that players must select boxes to say they have read the information)
- Ensuring the staff have responsibility for accurately communicating RG aspects of product information (from the bingo caller to customer service or helpline staff)

ADDITIONAL IDEAS RELATING TO: Players often misunderstand key concepts relating to games and information

- Creating an alternative vocabulary for vital statistics used across the industry (e.g. Graphics / statements which might help players to understand product information)
- Helping players to better match their choice of games, to their style of play (e.g. slower, spend as much time as possible for the least amount of money vs. thrilling – high stakes, but shorter play time)
- Removal / re-appraisal of potential misleading marketing/product information messages
- Badges or information kiosk style signage (e.g. “Ask me if you don’t understand anything”) to potentially encourage customers to feel more able to ask questions if they don’t understand
- Ensuring staff are trained to explain games and help promote individual choice
- Ensuring staff are trained to identify & challenge assumptions effectively

ADDITIONAL IDEAS RELATING TO: Players misinterpreting ‘theatrical cues’ within gambling environments; reinforcing false beliefs and gamblers fallacy

- Providing ‘how stuff works’ or ‘behind the scenes’ information to help de-mystify games. For example, helping players to see what ‘randomness’ looks like inside a game (E. g. with a random number generator) or educating players in psychological biases (e.g. false pattern recognition and how the gambling environment affects their play) to help them become more aware of the techniques that are being used and develop better strategies to counter them.
- Better development of visual representations of randomness
- Changing and making clear why seat reservations exist (e.g. for example, for a disabled person) rather than enabling a player to carry on at their ‘lucky machine’
### PILLAR 2: ENABLING SELF AWARENESS

**ADDITIONAL IDEAS RELATING TO: Improving player knowledge of their playing behaviour**

- Linking spend to a player’s phone, and using email reminders or push notifications to make them aware of when they’ve spent more than they should
- Using algorithms and account based play to ensure that messages can be targeted and personalised
- Lowering default limits on machines (for example, setting the default limits as low as possible - £5)
- Creating real world anchors so that players are better able to see the tangibility of the money they’re spending (for example, translating spend amounts into comparable prices of goods/services e.g. new shoes, a month’s rent, average weekly shopping bill)
- Slowing the speed of spend on games to help players avoid dissociative states
- Removing ability to play with debit/credit cards, so players have to maintain more control over the money they spend and a more tangible relationship to their budget
- Making players manually insert money or coins
- Changing the audio in an environment, so that players hear money sounds when they insert cash/lose, rather than only when they win
- Making pop ups or in-play messages more fun and engaging (e.g. Using a joke / a funny video)
- Allowing players to personalise their in-play messages, so that limit setting reminders (or other forms of in-play message) would portray a personal message
- Easy-to-read/simplistic leaflets about the company’s profit margin and establishing greater transparency across the industry
- Show players how much money they have won and lost each day/each session

**ADDITIONAL IDEAS RELATING TO: Better moments for self-reflection**

- Posters or videos which inform players about the gambling environment and how it affects their play
- Implementing genuine breaks in play
- Interrupt messaging or account based play that alerts staff for interventions / shuts down all play
- Reducing ‘other-worldliness’ of gambling environments: creating lighter, brighter, more open spaces where people are reminded of the time of day and amount of time they’ve spent in a venue
- Encouraging positive distractions between games (e.g. a change of scene and focal point, moving about or changing location within the venue)
- Ensuring there are more clocks in venues to ensure that players are less able to ‘lose track of time’
- Ensuring that staff are trained and have the confidence to regularly communicate with players (eye-contact and verbal communication)
- Using mirrors can increase self-awareness amongst players

### PILLAR 3: CREATING SUPPORTIVE ENVIRONMENTS

**ADDITIONAL IDEAS**

- Ensuring staff have the confidence to initiate RG interactions
- Offer staff the opportunity to reflect on their own RG interactions/practice, and think of space for growth in this area
- Ensuring staff have strategies to practice RG interactions with ‘transient’ or ‘unknown’ customers
- Ensuring staff are aware that RG is for all gamblers, not just ‘problem gamblers’ – making sure that staff feel comfortable with ‘early intervention’ SR
- Offering staff bespoke training based upon their roles within the business (e.g. tailoring training to product development, marketing, HR, senior management, housekeeping roles)
- Developing better staff communication tools to help keep RG messages in mind (e.g. posters, use of internal newsletters etc.)