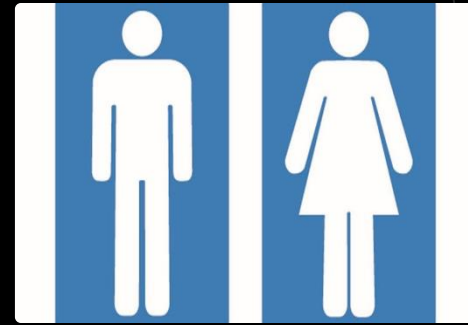


Welcome to



Housekeeping



Introductions..

Course Agenda

Day 1

- Company History
- Contact Points
- Training Process
- Staff Uniform
- General Duties
- Customer Service
- Effective Communication

Course Agenda

Day 1 Cont.

- Gaming Machines
- Security
- Controllable Costs
- Staff Portal
- Wrap up
- Assessment on day's content

Course Agenda

Day 2

- Social Responsibility & Compliance
- RGI's
- Complaint Handling/Conflict Management

Course Agenda

Day 2 cont.

- Product Knowledge
- Margin Management
- Sports Betting
- Prices/Odds
- Assessment on day's content

Company History



Greg Knight

Managing Director



Tom Jennings

Harlow Pools -1961



140 locations

Newcastle to Bournemouth

“Now in its third generation the Jennings name has been on Britain’s’ high streets for over 60 years.

The original company, T.H. Jennings Limited, demerged in 1995 and as a result a new company, C.L. Jennings (1995), was formed with Greg and Julian Knight being made joint Managing Directors as well as majority shareholders.

The company traded with 10 branches in 1995 and over the next 20 + years, through a mixture of acquisition and organic growth has reached this point

Included within the acquisitions are:

6th Dec 2009 - Betting Shop Services acquired by Jennings consisting of 43 branches

29th Sept 2011 - 17 branches acquired from E Coomes

5th April 2013 - 11 branches acquired from Joe Jennings Limited”

May/June - 2021 3 new branches open after lockdown

October 2022 - Betzone/Megabet acquired by Jennings consisting of 47 branches

Training Department

- Jason Hoaren (Training Manager)
- 07949 658516
- Jason.hoaren@jenningsbet.com



- Daniel Beckett (Training Assistant)
- 07713654122
- Daniel.beckett@jenningsbet.com

Epping Head Office

- ▶ Kate Richmond (Head Of HR)
- ▶ 01992 570122/07999 021769
- ▶ Kate.Richmond@Jenningsbet.com



- ▶ Lucy Oliver (HR Assistant)
- ▶ 01992 570122
- ▶ Lucy.oliver@jenningsbet.com



Epping Head Office

- ▶ Vicky Knight (Machines & Compliance Manager)
- ▶ 07762 275975
- ▶ vicky.knight@jenningsbet.com



- ▶ Liv knight (Executive Assistant & Office Manager)
- ▶ 01992 570122
- ▶ Olivia.knight@jenningsbet.com



Epping Head Office

- ▶ Raceroom
- ▶ 01992 574221
- ▶ race.room@jenningsbet.com



Craig



Colin



Darren

- ▶ Security (Based in Clacton)
- ▶ Emma Blackburn & Lorraine Webb
- ▶ 01992 669946
- ▶ security@jenningsbet.com

Area Managers

Andrew Kilpatrick - 07734 139819

▶ andrew.kilpatrick@jenningsbet.com

Jeff Finecountry - 07740 848936

▶ jeff.finecountry@jenningsbet.com

Andy Worthington - 07730 398772

▶ andy.worthington@jenningsbet.com

Martin Farrell - 07710 154796

▶ martin.farrell@jenningsbet.com

Training Process

Company Induction

- Classroom based
- Content Assessments

In Shop Job Instructor Training

- Shadow Managing
- e-learning modules

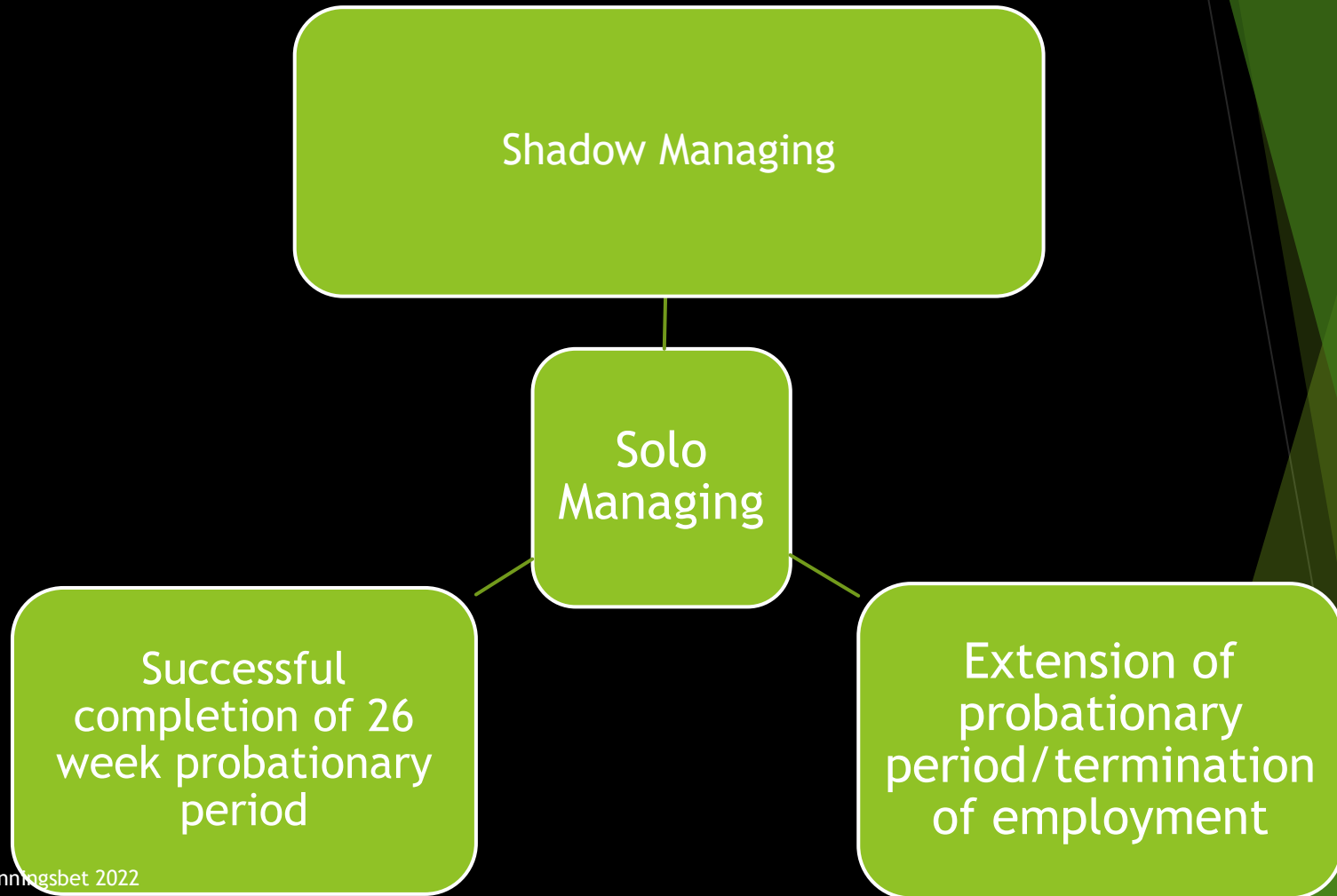
Base shop Training

- C/A 1 & 2 Assessments (if applicable)

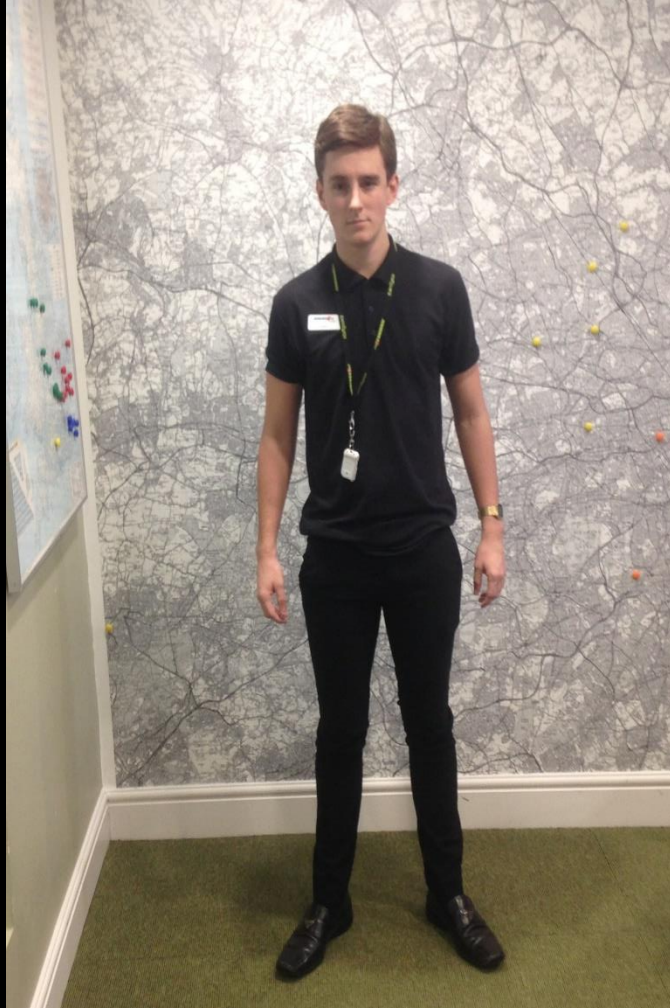
Exam Conditions

- Duty Manager Exam (2 attempts max)

Training Process cont.



Staff Uniform



Job Description & Duties

- ▶ Taking & Paying Bets
- ▶ Shop Tidies
- ▶ Marketing Products
- ▶ Sporting Knowledge
- ▶ Health & Safety
- ▶ Serving Refreshments
- ▶ Stock Replenishment
- ▶ Most Importantly?

Customer Service



Customer Service

- ▶ What does that mean to you? -
Exercise
- ▶ *‘Treating others as you would wish to
be treated’*

Who is the competition?



Jenningsbet 2022

Why Jenningsbet? What makes us different?



Why Not

- Paddy Powers
- William Hill
- Ladbrokes
- Coral's
- Betfred



Customer service

Customer service

Excellent

Poor

A survey form titled "Customer service" is shown. It has two options: "Excellent" and "Poor". The "Excellent" option is checked with a green checkmark. The "Poor" option is not checked.

Company Objectives

- To Provide the best Customer experience on the high street
- Beat the competition on the high street
- Make Jenningsbet the market leaders on the high street
- Aim to make Jenningsbet the customers first choice

The Basics

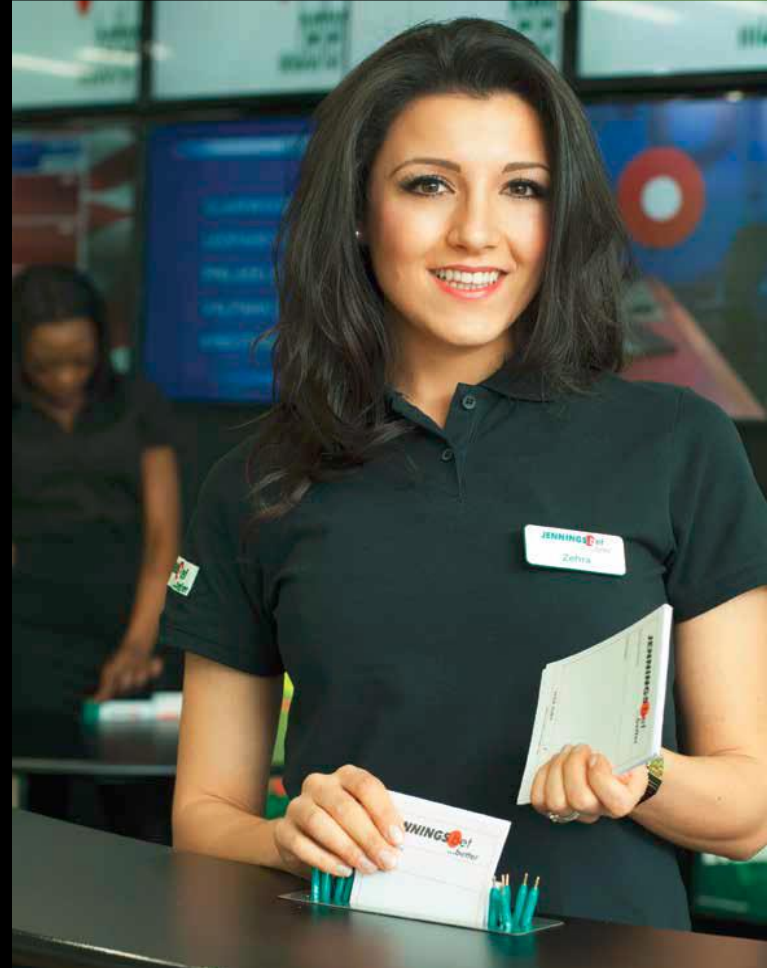
- ▶ Greet the customer and smile genuinely to make them feel relaxed
- ▶ Know your customers name, this makes them feel valued and important
- ▶ Treat each customer as your best customer
- ▶ Take ownership (Never say I don't know)
- ▶ Please and Thank you



Neatness counts

Dress for Success

- Clean pressed uniform
- Tidy hair
- Clean hands and nails
- Name badge visible



Neatness counts

How your work should be kept

- ▶ Keep it clear and clutter free!
- ▶ Tidiness equals organised



Customer Service

- There are certain customer service skills that must be mastered
- Attentiveness
- Patience
- Clear communication Skill's
- Knowledge of Product
- Positive Attitude
- Ability to read Customers
- Acting Skill's

Attentiveness

- The ability to really listen to customers is crucial for providing great service

Patience

- Patience is important to customers who often need support when they are confused and / or frustrated. Patience is also important to the business at large. Great customer service beats fast customer service every single time

Clear Communication Skill's

- You need to be cautious about how your communication habit's translates to customers
- When it comes to important points that you need to relay to Customers keep it simple

Product Knowledge

- Enhance shop profit
- Know your in shop offer's and tell your customers about them
- Promote these offer's to your customers giving them value for their money

Positive Attitude

- The ability to make minor changes in your conversation patterns can go a long way in creating happy customers
- Language is a very important part of persuasion and people (especially customers) create perceptions about you and your company based off of the language that you use

Ability to read customers

- Look and listen for clues in the customers mood patience level and personality and you'll go far in keeping your customer interactions positive

Acting Skill's

- Every great DM or CSA should have the basic acting skill's necessary to maintain their usual cheery persona, in spite of dealing with people who may just be plain grumpy

Summary

- ▶ The Biggest Difference between Jenningsbet and the competition is customer experience (customer service)
- ▶ Customers come into our stores not only to try to win money but to enjoy themselves and socialise
- ▶ Excellent friendly customer service / interaction will keep them walking past the competition and coming back to Jenningsbet
- ▶ Remember if the customer is having an enjoyable experience in your store, you will have a much more enjoyable day at work

Effective Communication

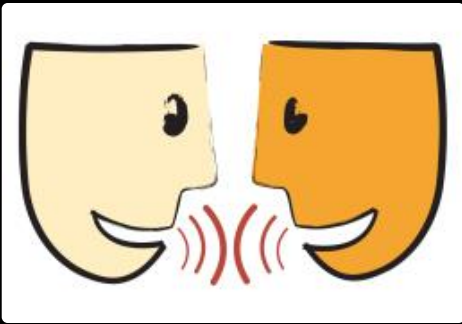
Objectives

- ▶ Understand Methods of Verbal and Non Verbal Communication
- ▶ Understand How Positive and Negative Body Language Impacts on Communication
- ▶ Recognise listening signals

What are the benefits of effective communication?

- ▶ Get your message across
- ▶ Understand the needs of your customers and colleagues
- ▶ Create the right impression of you and the company
- ▶ Make others feel more at ease and able to communicate with you

How are you going to be doing this? Types of communication



Face to Face



Telephone



E-Mail

Verbal & Non-Verbal Communication

Exercise

Verbal

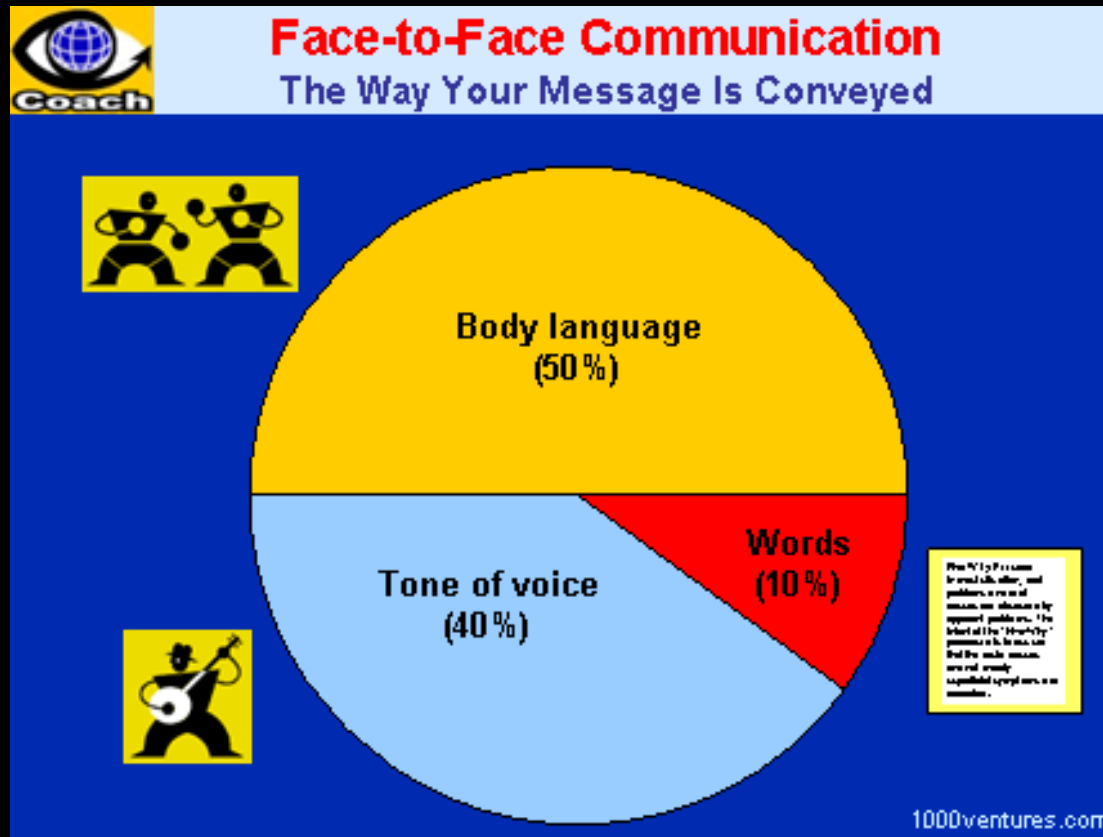
- ❖ *Words*
- ❖ *Tone*
- ❖ *Listening noises*
- ❖ *Volume*
- ❖ *Speed*

Non-Verbal

- ❖ *Body Language*
- ❖ *Facial Expressions*
- ❖ *Eye contact*
- ❖ *Hand gestures*
- ❖ *Posture*

Verbal and Non Verbal Communication

Pie Chart Exercise



Positive & Negative Body Language



Jenningsbet 2022

Exercise - Positive & Negative

Listening Skills



“The most basic of all human needs is the need to understand and be understood. The best way to understand people is to listen to them.”

- *Dr. Ralph Nichols*

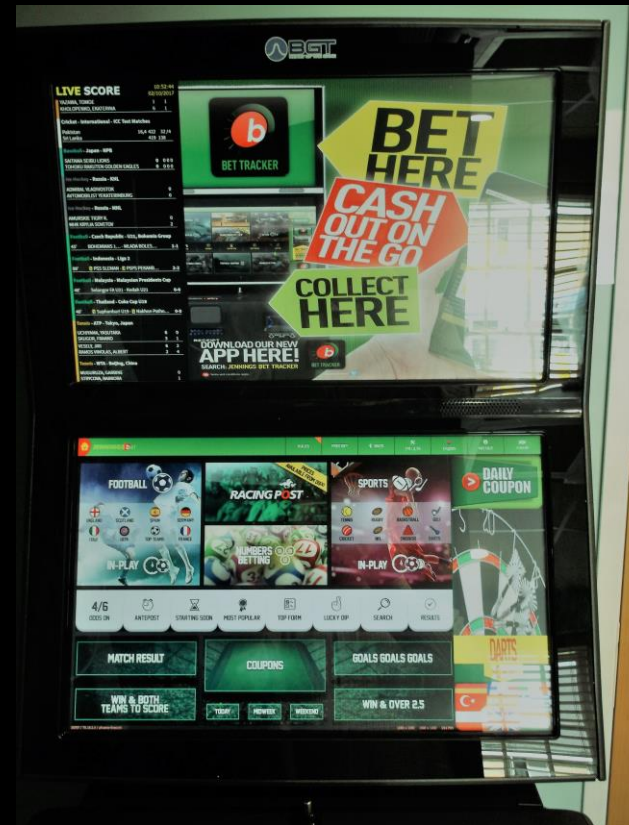
Exercise

Gaming Machines

E.G.M's



S.S.B.T's



Agenda

- ▶ Responsible Gambling
- ▶ Changing a roll
- ▶ Emptying a terminal
- ▶ Morning checks
- ▶ Terminal logs
- ▶ End of day figures
- ▶ Tournaments
- ▶ RTP %
- ▶ Games!

Setting Voluntary Limits

Set Limits

When setting new limits, you are choosing how much more money or time you wish to spend in this current session. Clear Limits results in 30 sec pause. Limits must be cleared before setting new limits.

The maximum time is 180 minutes

This screen also lets player see current session info

Set a Time Limit

▲

No Limits

▼

CLEAR

Current session playing for 30 minutes.

Set a Spend Limit

No Limits

| | | |
|-------|---|---|
| 1 | 2 | 3 |
| 4 | 5 | 6 |
| 7 | 8 | 9 |
| CLEAR | 0 | ← |

Current spend of £100 in this session.

Player can set spend limit in £1 units

CANCEL

SET LIMITS

If you feel you are gambling at levels with which you are not comfortable, please pick up a Responsible Gambling leaflet in shop or speak to a member of staff who will discuss your options, including self-exclusion. Alternatively, call the National Gambling helpline on 0808 8020 133 or visit www.gambleaware.co.uk

NEED IMMEDIATE HELP?
SPEAK TO A MEMBER OF STAFF OR
CALL THE NATIONAL GAMBLING
HELPLINE: **0808 8020 133**

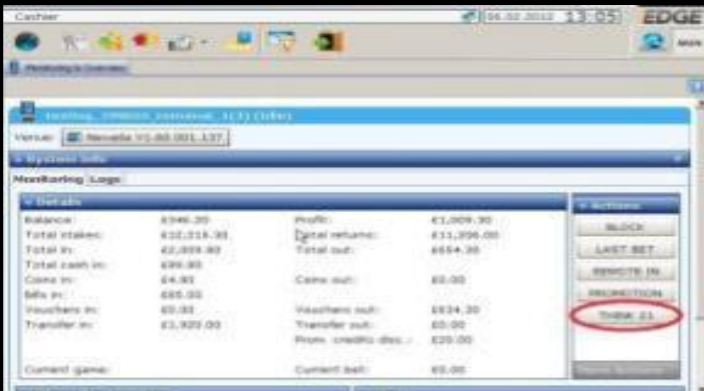
Think 21



On the cashier, choose a terminal and press “More”.



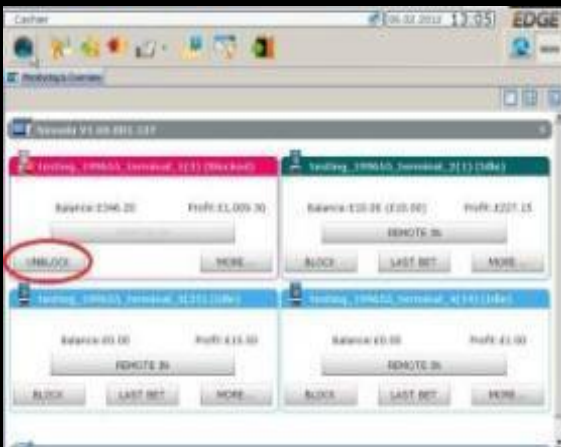
Select the button “Think 21”.



Think 21 (cont.)



The terminal will be blocked showing the following message:
“Think 21. Please speak to a member of staff”.



Once the Age check has been carried out choose the correct terminal and press the ‘Unlock’ button .

Changing a roll

Remove the printer roll retainer from the printer roll spindle.

Replace the empty paper roll in the correct position on the spindle, ensuring the paper spools from the rear of the roll.

Secure the paper roll onto the spindle making sure that the retainer is securely fitted

Feed the paper from the spindle into the back of the printer as shown below.

The paper will auto feed into the printer.

When inserted correctly, the printer will print you a test page.



Emptying a Terminal (notes)



Insert black key and rotate clockwise to swing open the Stacker Box door.



To remove the stacker box, pull at the silver handle on top of stacker to extract the stacker box.



Use the black key to open the stacker box.

Once the notes are removed, refit the stacker box into the housing with the lock at the top. Push it in until it locks in place. The note reader will begin to initialize when the stacker is inserted.

Terminal logs

- ▶ Turn the silver key clockwise until the Administrator Console appears.



Terminal logs (cont.)

The time span selection can be used to show activity for the **Last 30 minutes**, **Last 3 hours** or **since the last end of day (EOD)**.

You can check **different log types** to show just those types of activities.

The screenshot shows the EDGE terminal log interface. At the top, it displays 'EDGE™', 'testing_199669_terminal_2(88) (v1.80.001.250)', and the date/time '26.12.2013 11:33:3'. Below this, there's a 'Time span:' dropdown menu set to 'Last 30 minutes' and a 'Selected logs:' section with radio buttons for 'Transactions', 'Events', and 'Games'. The main area is a table with columns for 'TIME', 'NAME', 'BALANCE', and 'DETAILS'. The table contains several rows of transaction data. One row is highlighted, and a 'Details' button next to it is clicked, opening a pop-up window titled 'RESULT' showing game-specific information like 'STAKE £2.00', 'Winnings: £5.00', and 'Loss: £2.00'. A blue arrow points from the text 'Pressing Details reveals the specific result and bets of the game.' to the 'Details' button in the pop-up.

| TIME | NAME | BALANCE | DETAILS |
|---|---|------------------------------------|-----------------------|
| 26.12.2013 11:33:14 | E Security lock open | | Security lock applied |
| 26.12.2013 11:33:05 | C CXC3 - Avulsion (Chassis (Skill Game) ...) | £94.00 Bet: £2.00 Win: £5.00 | Details |
| Balance before: £96.00 Balance after: £94.00 | | | |
| RESULT ----- GAME LOG STARTED (MATCH) ----- Stake: £2.00 Winnings: £5.00 Loss: £2.00 Winnings: £5.00 Loss: £2.00 ----- GAME LOG END ----- | | | |
| 26.12.2013 11:32:59 | C CXC3 - Avulsion (Chassis (Skill Game) ...) | £96.00 Bet: £2.00 Win: £5.00 | Details |
| 26.12.2013 11:32:54 | C CXC3 - Avulsion (Chassis (Skill Game) ...) | £98.00 Bet: £2.00 Win: £5.00 | Details |
| 26.12.2013 11:32:47 | T Pay in | Amount: £100.00 | |
| 26.12.2013 11:32:07 | E Security lock open | | Security lock applied |
| 26.12.2013 11:32:46 | E Security lock open | | Security lock applied |

End of day process



Run the EOD on the cashier by pressing the EOD icon on the main toolbar along the top of the screen. The following screen will appear.

Daily Clearance
Select daily clearance procedure

End Of Shift
Performs an End Of Shift clearance, creating an interim report of the operations performed since the last clearance. An attendant should always perform End Of Shift clearance before handing the shift over to the next attendant.

Perform End Of Shift

End Of Day
Performs an End Of Day clearance, creating an interim report of the day's operations. An attendant should perform this instead of End Of Shift as a last operation before closing the shop for the day.

Perform End Of Day

Previous Reports

Cancel

If you press "**Previous Reports**" you can access previous End of Day figures.

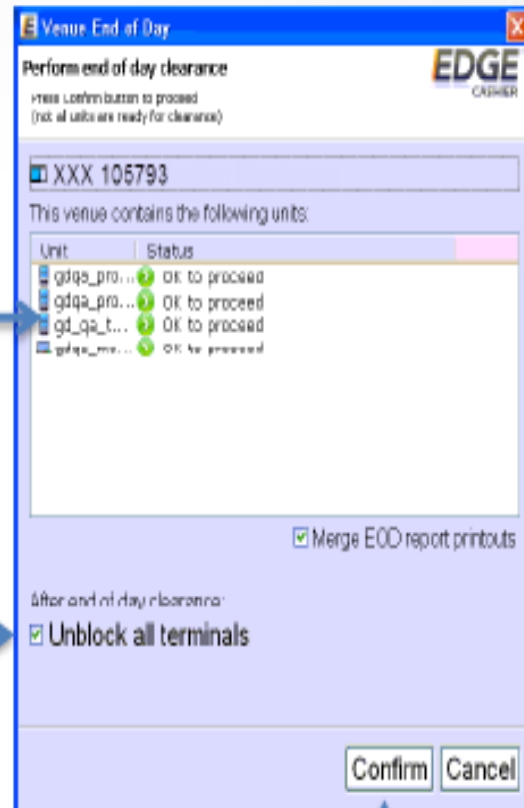
Press the "**Perform End Of Day**" button to go to next stage

Press "**Cancel**" to go back to main screen.

End of day process (cont.)

Check that all terminals have a green tick. **If any have a red 'x' it means there is no connection to the terminal** or there is credit on the terminal that will need to be cashed out.

Check this box if you want to **unblock all terminals after the EOD process is complete**. Suggest that it is ticked.



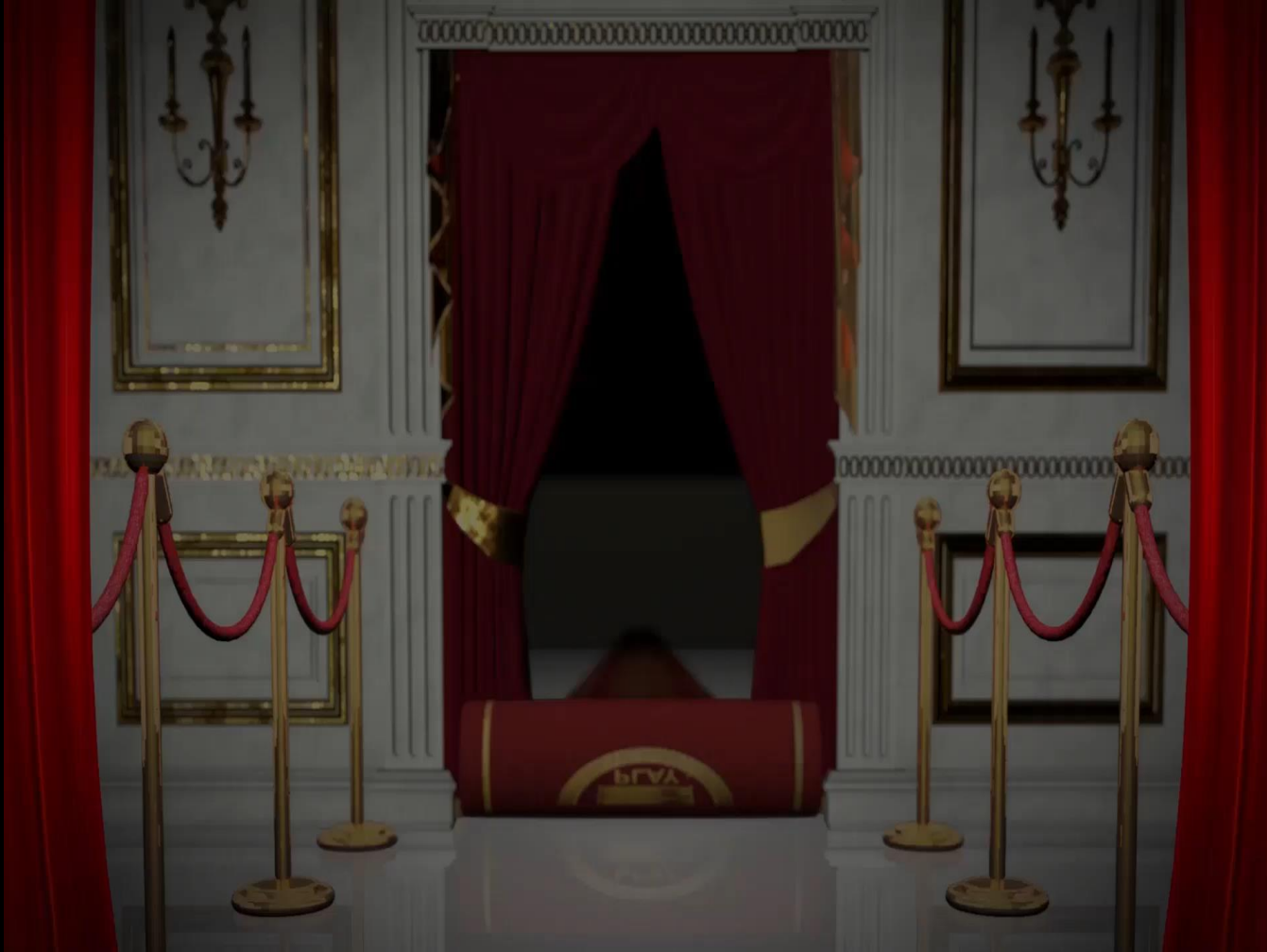
Games!



RTP % Explained

- Return to Player (RTP) is the term that gambling businesses use to describe the percentage of all the wagered money that a gambling machine or game will pay out over time.
- RTP is calculated over the long term, rather than being a calculation of short term (e.g. session, daily or even weekly) payout.
- In the short term, the outcome may be vastly different, so you should only ever bet with money you're prepared to lose.

Premium Play



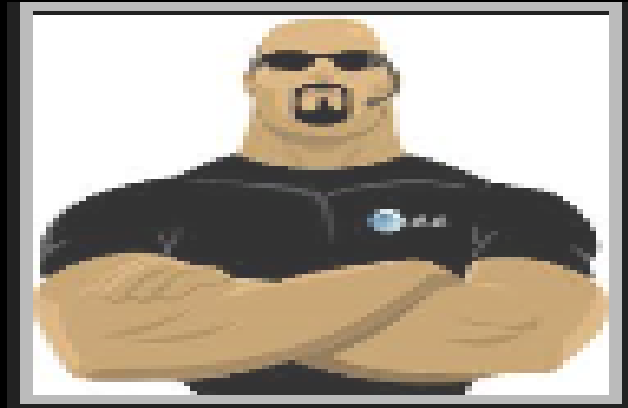
Jenningsbet 2022

Why Premium Play ?

- ▶ A greater RTP%, 94% on all Premium Play games
- ▶ More features and bigger wins
- ▶ Lower Symbols are removed, opportunity for bigger wins
- ▶ Some Premium Play Games have increased win lines, increasing chances to win

How do we promote to customers?

Security



- ▶ Robbery Prevention
- ▶ Shop Procedures
- ▶ Customer Fraud
- ▶ Staff Fraud

Controllable Costs



- ▶ Exercise -
- ▶ Write on a post-it note your name, and how much you believe the company keeps in profit from every pound it takes.....

Controllable Costs (cont.)



- ▶ Exercise -
- ▶ Split into two groups, “As a company, what costs does the company incur?”
- ▶ 10 minutes

Controllable Costs (cont.)



- ▶ How much does the company keep in profit for every pound it takes?
- ▶ Answer =



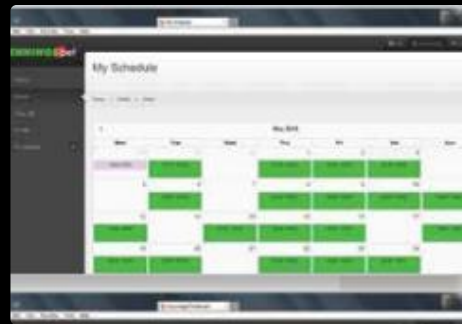
Jenningsbet Staff Portal

What is it?



Information

Training & Resources



Rotas

Staff can check from home



Daily Check

Items to read or complete

Course Agenda

Day 2

- Social Responsibility & Compliance
- RGI's
- Complaint Handling/Conflict Management

Course Agenda

Day 2 (cont.)

- Product Knowledge
- Margin Management
- Sports Betting
- Prices/Odds
- Assessment on day's content

Social Responsibility

Aims

- Knowledge of the Licensing objectives and how we adhere to these
- Understanding and confidence in relation to Responsible Gambling Interactions (R.G.I's)
- Update you all with information regarding Gaming Machine functionality (APAS)

Licensing Objectives

- ▶ To prevent gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime
- ▶ To ensure that gambling is conducted in a fair and open way
- ▶ To protect children and other vulnerable persons from being harmed or exploited by gambling

To prevent gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime

What should I be doing? Things we do all the time

- ✓ No alcohol
- ✓ No illegal substances
- ✓ No selling of counterfeit items (DVD's, clothes)
- ✓ No money lending
- ✓ Anti-Social Behavior

Proceeds of Crime Act (POCA)

- ▶ Where do your customers obtain money to gamble with?
(Legally)

Discuss....

POCA (Proceeds of Crime Act)

- ✓ He/she does not work at all
- ✓ He/she does not own a successful legitimate business
- ✓ He/she does not have 'family' wealth
- ✓ He/she does not receive benefits
- ✓ Hasn't 'come into money'



If a customer is quite clearly spending more money each week than they legally earn, then considerations need to be given as to whether they are using money obtained illegally, hence the term.....

Criminal Spend

But how would I know all this?

- ✓ Good friendly customer service
- ✓ Talking and listening informally
- ✓ Monitoring Customers

£500 on a single otc bet or £5000 over 3 consecutive days.

Machine Activity (£1000 loaded in 1 day or £5000 over 7 days)

What should I do?

- ▶ Report your concerns/suspicious to Peter Jowett (Money Laundering Reporting Officer) - 07764 897030
- ▶ Follow any further instructions given
- ▶ Treat the individual(s) in exactly the same way so as not to arouse any suspicion
- ▶ *Remember - “If in doubt, report it!”*

Threshold Levels

In addition to the risk triggers already discussed customers will be reviewed based on the following thresholds levels:

- ▶ Single bet of £10,000 or more - Unknown customer

Photographic I.D is required before acceptance

- ▶ Monitored customer losses £20,000 over a 4 week period

Photographic I.D and proof of address will be asked for

- ▶ Any customer that registers a £30,000 loss over a rolling twelve month period

Photographic I.D and proof of address will be required along with source of funds

Until the documents have been reviewed the business relationship with the customer will be suspended. Should the customer refuse to provide the requested documents the business relationship with the customer will be terminated. Any associated online accounts will be frozen.

Money Laundering

- ▶ What is money laundering?
- ▶ *It is a process whereby criminals attempt to conceal the true origins or source of the results of their criminal activity, namely money, by making it appear to be legitimate or from a legitimate source. In essence, they endeavour to 'launder dirty money.'*

Money laundering activities

- ▶ Heavy odds on favourites (inc bets on SSBTs)
- ▶ Several runners in a small field
- ▶ Selecting non-runners
- ▶ Machine stakes cashed out with limited or no play
- ▶ Asking for receipts

Payment Methods

- ▶ Suspicion should be aroused should a customer request anything outside of our normal payment procedures.
- ▶ This includes customers presenting any 'codes' to proceed with payment on the PDQ that they may claim are from a bank/card provider.
- ▶ Innovation in payment systems can cause confusion around how to customers can pay/be paid so please remain vigilant and ring Raceroom if you are concerned.

- ▶ **Stakes in cash should be paid in cash**
- ▶ **Stakes paid by card should be paid back by card**

Why POCA & MLRO?

- Safeguard everyone
- Legitimise our operations
- Protect our licenses and integrity

Summary

- ▶ Inform Peter Jowett of any knowledge or suspicions of money laundering, criminal spend, or activity under POCA
- ▶ *REMEMBER - “IF IN DOUBT,REPORT IT!”*

To ensure that gambling is conducted in a fair and open way

- ▶ Rules posters, clearly available in every shop
- ▶ T and C's available where required
- ▶ Complaints and Disputes procedures - (Print Out)
- ▶ RTP - staff aware where to find on EGM

To protect children and other
vulnerable persons from being
harmed or exploited by gambling

▶ AGE VERIFICATION

THINK
21

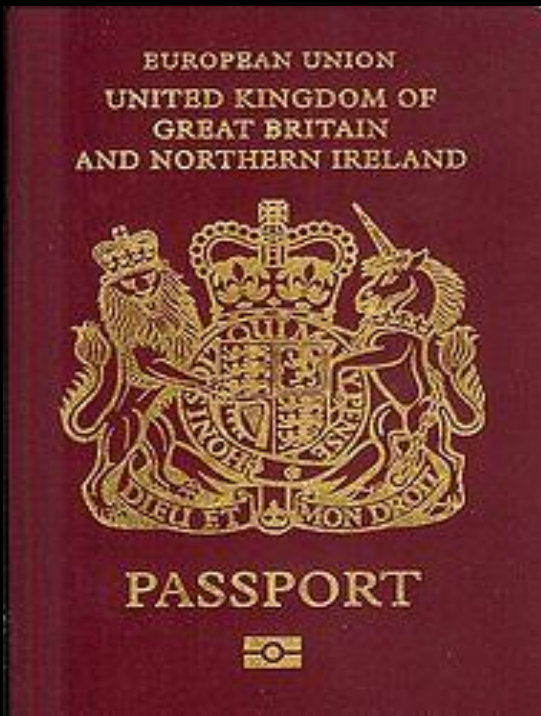
Think 21 / Underage Prevention

A person commits an offence if he/she invites, causes or permits a child or young person to gamble

Think 21

- ▶ If you are uncertain of a customer's age and they appear to be under 21 you must ask for an acceptable photo fit form of I.D, as soon as they enter the premises.
- ▶ Passport, Driving license, Citizen card or any card with a hologram Pass logo
- ▶ The I.D must be legible and have no visible signs of tampering or reproduction
- ▶ Record all challenges on Age Challenge Log & Figures reporting website

Approved I.D.



Approved I.D.



Non Approved I.D



Foreign I.D

- ▶ Can I accept it?
- ▶ Passport
- ▶ Photo
- ▶ Date of Birth



Consequences

- ▶ Investigation
- ▶ Gross misconduct
- ▶ Prosecution Fine-Imprisonment or both
- ▶ Review of the Premises Licence
- ▶ Revocation of the Premises Licence
- ▶ Loss of shop
- ▶ Loss of employment

Codes of practice

- I. Removal of under 18's
- II. Exclusion of adults who consistently attempt to bring minors onto premises
- III. Refunding of stakes
- IV. Careful marketing material

Summary

- ▶ Safeguard yourself and the Company, adopt a Think 21 approach, and apply it
- ▶ Continue to document evidence of action

Vulnerable People

What can make people vulnerable?

- ▶ Age (children, teenagers, elderly)
- ▶ Physical disabilities / sensory impairment
- ▶ Mental Health needs
- ▶ Capacity / Learning difficulties
- ▶ Communication difficulties
- ▶ Money issues
- ▶ Social problems
- ▶ Relationships
- ▶ Addictions
- ▶ Problem gambling

Can you think of any others?

Vulnerable people cont...

Scenario 1

- ▶ Trevor bets most days at the bookies and tells you he has recently started playing online poker at night
- ▶ He tells you that he and his wife frequently argue about money and that sometimes it 'gets out of hand'

Scenario 2

- ▶ Chen is an International student at University
- ▶ He enjoys betting in your shop over the weekends and also the local casino
- ▶ He has started skipping lectures on Fridays and Mondays

What we can do!

- ▶ RGI's
- ▶ 999 if risk is imminent / assault happened or likely to
- ▶ Crimestoppers - 0800 555 111 or online [crimestoppers-uk.org](https://www.crimestoppers-uk.org) and fill in the form
- ▶ Protecting yourself

Responsible Gambling Interactions (RGIs)

- ▶ What is a Responsible Gambling Interaction?

Discuss

Responsible Gambling Interactions (RGIs)

- ▶ What is a Responsible Gambling Interaction?

In its simplest form an RGI is a conversation with the customer which relates to responsible gambling. It likely will encourage them to reflect on their behaviour and aims to have a positive impact on the customer.

Path of an RGI

Identify

Customer behaviours and physical triggers that may/will warrant a customer interaction

Path of an RGI...

Interact

Customer Interactions, Observations and Reviews. This involves tailoring the action to the trigger shown. For example if a customer has spent a long time in the branch it can be helpful to suggest a break. If the customer is spending more than they have said they planned to, it can be helpful to suggest a spend limit on the EGMs.

Path of an RGI...

Evaluate

Reviewing a customer's profile and additional actions concerning a customer. If you feel the situation needs escalating to compliance for further support.

Responsible Gambling Interactions (RGI's)

- ▶ Persistent encouragement of people to gamble responsibly
- ▶ Talk to your customers about their gambling levels before they start showing any signs of distress
- ▶ Make them aware of accumulative amounts taken from a debit card (3 transactions as a guide)

Responsible Gambling Interactions (RGI's)

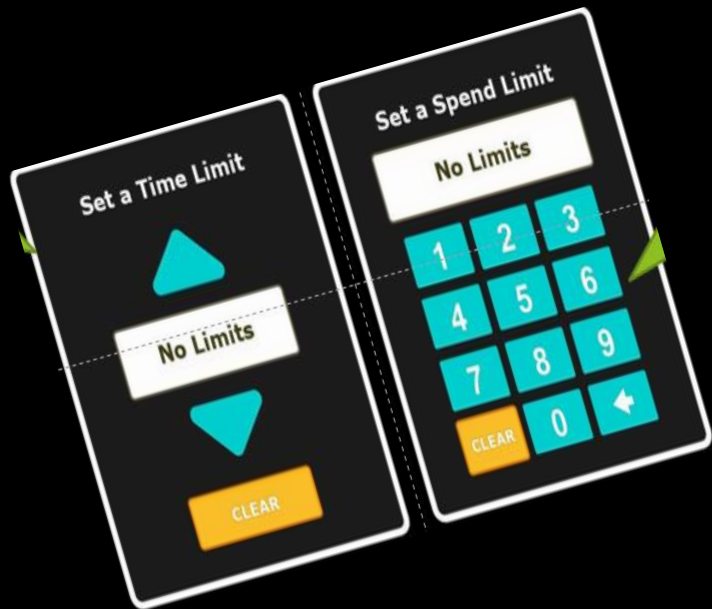
- ▶ Use positive suggestions and encouragement
“Tomorrow’s another day”, “Take your money and run”, “If the machines aren’t paying out, have a break and come back later”
- ▶ Even if the customer is winning it is a good idea to gently encourage them to stop gambling, quit while you’re ahead

Goes hand in hand with customer service

- ▶ Walking the shop floor whenever possible will encourage natural breaks/pauses in customer play
- ▶ Offering machine customers tea and coffee is a good way to not only break the ice but to cause a natural break in their play
- ▶ Making machines customers part of the shop community is essential.

Responsible Gambling Interactions (RGI's)

- ▶ Our job is to provide information about the tools available to control gambling.



JENNINGSbet

STAYING IN CONTROL NEED HELP?

CALL THE NUMBER BELOW
OR VISIT THE WEBSITE

Full details provided overleaf

NATIONAL GAMBLING
HELPLINE
0808 8020 133
www.begambleaware.org

Information and support also available
in multiple languages



Available 24 hours a day 7 days a week

WHEN THE **FUN** STOPS **STOP**
BeGambleAware.org

Is your gambling causing problems for you or others around you? If you are experiencing any of the below signs it may mean it is becoming a problem:

- Finding it hard to manage, take a break or stop your gambling
- Having arguments with family or friends about money and gambling
- Losing interest in usual activities or hobbies like going out with friends or spending time with family
- Lying about your gambling or hiding it from other people
- Gambling until all of your money is gone
- Neglecting the welfare of yourself and your family because of gambling

For immediate help and support in confidence, please call the **NATIONAL GAMBLING HELPLINE** free on **0808 8020 133**, or visit the website at www.begambleaware.org

The helpline is operated by GamCare, the leading provider of information, support and free counselling for the prevention and treatment of problem gambling.



Further information is also provided on their website at www.gamcare.org.uk

To help manage your play our gaming machines have optional time and spend limits. An automatic reminder is displayed after a fixed period of time has been spent on a machine. Our machines will show an alert to yourself and staff if you are showing signs of harmful play. In this case you will see a message enforcing a break from the game.

Self exclusion is another option that can help you restrict your gambling. You can self exclude from the branch for a renewable period of 12 months. Please ask staff for full details.

For immediate help and support in confidence, please call the **NATIONAL GAMBLING HELPLINE** free on **0808 8020 133**, or visit the website at www.begambleaware.org

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SELF-EXCLUDE
FROM MORE THAN
ONE
BOOKMAKER
IN YOUR AREA

Call the Self-Exclusion helpline on:

0800 294 2060

KNOW WHEN TO STOP

gambleaware.co.uk



Responsible Gambling Interactions (RGIs)

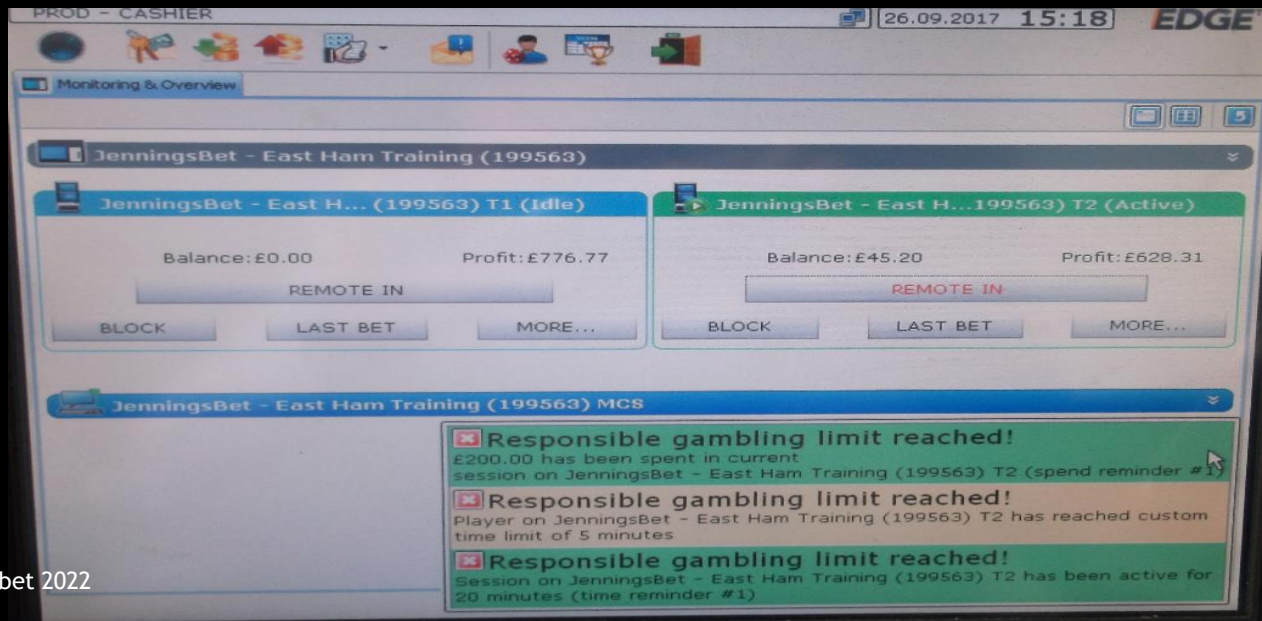
Behaviour Triggers

If a customer is showing signs of distress, behaviour out of character potentially due to their gambling.

- ▶ Vulnerabilities (divorce, depression, bereavement)
- ▶ Lack of self care, alcohol dependency, language barrier
- ▶ Chasing losses, anger at losses, a belief the games are fixed

Interaction triggers

- ▶ Customer asks about the limits
- ▶ Customer shows signs of frustration when limits occur
- ▶ Regular customer sets a limit for the first time
- ▶ Customer sets a limit then ignores it



Mandatory Customer Interactions

- ▶ 1. Customer exceeds set voluntary (time/spend) limits on an EGM.
- ▶ 2. Customer playing 2 EGMs at the same time
- ▶ 3. Customer debit card declines
- ▶ 4. Customer informs you they have set up a facility with their bank to block gambling transactions
- ▶ 5. Customer placing an over the counter (OTC) bet of £10,000+
- ▶ 6. Customer triggers an APAS back office alert

APAS

- ▶ Anonymised player awareness systems (APAS)
- ▶ Which uses real-time in-session algorithms to identify specific player behaviour which may indicate problem gambling in non-account based play.

Chaotic Play Alert... Cashier

The screenshot shows a software interface for a casino venue, titled "SGQA - Content Venue 1". It displays a grid of terminal statuses. A dialog box titled "Cashier notification!" is overlaid on the grid, containing the following text:

Cashier notification!

Responsible Gambling Reminder triggered
Terminal: clarity_coral_terminal_2(2)

Customer triggered Multi Insert Cash alert. You may wish to consider having an interaction.

The background grid shows the following terminal information:

| Terminal Name | Status | Balance | Profit |
|-----------------------------|-----------------|---------|------------|
| clarity_coral_termi...(8) | (Not connected) | | |
| clarity_coral_terminal_2(2) | (Active) | | |
| equinox_coral_terminal_3(1) | (Active) | £219.95 | £320.55 |
| equinox_coral_terminal_4(2) | (Idle) | £0.00 | -£2,595.80 |

Chaotic Play... Alert

Current playing time: 0 minutes
Current Cash Inserted: £20,80

Time to Set Limits? Setting spend or time limits will help keep you informed about your play.

CASH OUT
AND STOP PLAYING

CONTINUE
PLAYING

Chaotic Play... Cool Off

You can continue playing in 22 seconds.

Time to Set Limits? Setting spend or time limits will help keep you informed about your play.

gambleaware.co.uk
GAMBLE RESPONSIBLY

If you feel you are gambling at levels with which you are not comfortable, please pick up a Responsible Gambling leaflet in shop or speak to a member of staff who will discuss your options, including self-exclusion. Alternatively, call the National Gambling helpline on 0808 8020 133 or visit www.gambleaware.co.uk

NEED IMMEDIATE HELP?
SPEAK TO A MEMBER OF STAFF OR
CALL THE NATIONAL GAMBLING
HELPLINE: **0808 8020 133**

Extended Losing Session

The screenshot shows a monitoring dashboard with several terminal windows. A central notification box is highlighted, containing the following text:

Cashier notification!
Responsible Gambling Reminder triggered
Terminal: clarity_coral_terminal_2(2)
Customer triggered Extended Losing Session alert. You may wish to consider having an interaction.

Below the notification, the dashboard displays the status and financial data for four terminals:

| Terminal | Status | Balance | Profit |
|-----------------------------|-----------------|---------|------------|
| clarity_coral_termi... (8) | (Not connected) | | |
| clarity_coral_terminal_2(2) | (Active) | | |
| equinox_coral_terminal_3(1) | (Active) | £217.55 | £322.95 |
| equinox_coral_terminal_4(2) | (Idle) | £0.00 | -£2,595.80 |

Recording RGI

Following an RGI or observation staff are required to record details of it via our Social Responsibility (SR) online reporting system.

When recording RGIs include the below detail:

1. Customer - what is their name?
2. Behaviours/Triggers - why did you decide to interact?
3. The RGI - what was said? Where tools or further support signposted?
4. Outcome - what did the customer do next? Does further intervention need to take place?

For some customers, making them aware of why you are concerned may be enough to prompt them to think and make a change. Some customers will need more support or advice.

Recording RGI's

Home / Social Responsibility

Data Entry Screen

Shop

Date

[View](#)

Recording RGI's

| Social Responsibility Data Entry | |
|----------------------------------|---|
| Staff Name | <input type="text"/> |
| Customer Name | <input type="text"/> |
| Incident Type | Service Related or Other Complaint |
| Incident time | (no incident) Age Challenges - ID Accepted Age Challenges - No Acceptable ID Age Challenges - No Acceptable ID after gambling Betwatch - received Betwatch - started/sent |
| Customer ID | Complaints about a Bet Customer incidents on gambling premises requiring Incidents logged in the customer interaction log |
| Customer age | Individuals included in the customer interaction log Interaction - any incidents |
| Incident Details | Interaction - details of customers involved Known breaches of self-exclusion Other incidents not categorised above Police call outs/incidents Proceeds of Crime - Suspicious Activity Report - e.g. Money Laundering Self Excluders - Opting to return Self Exclusions - Known Breaches Self Exclusions Made |
| | Service Related or Other Complaint |

Recording RGI's

Incident Report #260436

Report Date: 28/04/2019
Reported by: Jason Hoaren
Customer: Danny
Location: Colindale
Incident: Interaction - details of customers involved
Incident time: 19:00
Customer ID:
Customer age:

Danny believes that the machines no longer pay out since the £2 limits were imposed. I explained RTP% to him and told him perhaps he needs a break or to set limits when playing.

Danny then went back to the EGM and continued as before.

Records/Evaluating

Home / Reports

Reports

Shop Reports

Rota Print SR Log Report

Payroll / Audit

Rota Notes

Training

Completion Report

Records/Evaluating

| | | | | |
|---------------------|--|--------------------------|-----------------------|------------|
| Cameron Holt | Self Exclusions Made | | 19/04858 | |
| N/A | Age Challenges - ID Accepted | Afternoon | Driving License | |
| Abdul | Incidents logged in the customer interaction log | Evening | n/a | 40's |
| N/A | Interaction - details of customers involved | | 7.1 n/a | n/a |
| David | Incidents logged in the customer interaction log | Morning | n/a | 40's |
| N/A | Incidents logged in the customer interaction log | Morning | n/a | 30's |
| N/A | Incidents logged in the customer interaction log | Evening | n/a | 30's |
| Mr Abraham (Avi) | Self Exclusions Made | | | |
| mr gerorge botezatu | Age Challenges - ID Accepted | | 17.25 Driving license | 23/01/1993 |
| N/A | Age Challenges - ID Accepted | afternoon | Driving License | |
| sylvester sobanshi | Self Exclusions Made | 13/01/2020 to 13/01/2021 | sylvester sobanshi | 13.01/2021 |
| N/A | Age Challenges - ID Accepted | Evening | PDL | |
| N/A | Age Challenges - No Acceptable ID | Evening | n/a | n/a |
| N/A | Age Challenges - ID Accepted | Evening | Driving License | |

Evaluation and Profiling of Customers

Why do we need customer profiles?

- ▶ Improve visibility/awareness on customers, allow evaluation
- ▶ Evaluate - to understand *impact* and *effectiveness*
- ▶ Impact - a change in the customers gambling activity
- ▶ Effectiveness - customer retention and reduction in complaints

Escalation

If a customer has said something that causes you concern or displayed very worrying behaviours this should be logged on the SR log and escalated to the Compliance Team for further action. Examples of these include (but are not limited to):

- ▶ Customer stating they are in debt and cannot afford their gambling
- ▶ Customer frequently expresses a desire to self exclude but never carries through with the process
- ▶ Customer is a known self excluder in other local competitor branches/Jenningsbet branches
- ▶ Customer expresses concern that gambling is making them depressed/affecting their lives/work/relationship with loved ones

Please note any mention of suicide by a customer due to gambling harm should be immediately escalated to the Compliance Team and if out of office hours the Raceroom.

Questions you must consider

1. Does my experience suggest to me that a customer's behaviour is indicative of problem gambling?
2. Am I confident that I can initiate interaction without a hazard to my health and safety or that of other employees and customers?
3. Can you intervene early and engage with a customer at the right time
4. Can I speak to the customer discretely and not embarrass them in front of others?

Benefits of RGI's?

- ▶ Longevity of business
- ▶ Minimising problem gambling
- ▶ Minimising anti social behaviour
- ▶ High levels of Customer Service
- ▶ Socially Responsible
- ▶ Customer Profiles - Central Visibility

Mark Jarvis Example

- ▶ Mark Jarvis had to pay £94,000 and overhaul its social responsibility procedures after failing to protect the customer who was showing signs of problem gambling.
- ▶ Over a 19-month period the operator failed to follow customer interaction rules when the customer showed problem gambling traits, including spending £34,000 on B2 gaming machines in one betting shop. Of this £11,250 was stolen from the customer's employer.

Mark Jarvis Example Cont..

- ▶ The customer was well known to staff in the betting shop and had been attending regularly with her husband.
- ▶ When he died in July 2015, the frequency and duration of her visits to the betting shop increased, and she was spending more money in the shop.
- ▶ Between September 2016 and February 2017, the customer used money stolen from her employer to fund her gambling.

Summary

- ▶ Prompt people to control their gambling before developing a serious issue
- ▶ Be proactive and reactive
- ▶ Know your customers
- ▶ Encourage customers to use the spend/time limits
- ▶ Our responsibility is to explain the options - we are not trained counsellors
- ▶ Remember to report correctly and fully
- ▶ If in doubt, ask!

Licensing Objectives

- ▶ To prevent gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime
- ▶ To ensure that gambling is conducted in a fair and open way
- ▶ To protect children and other vulnerable persons from being harmed or exploited by gambling

Conflict Management

Aims

- ▶ How to deal with difficult customers
- ▶ How to handle complaints & conflict effectively
- ▶ Examine best practice

Three types of behaviour

1. Aggressive

2. Passive

3. Assertive

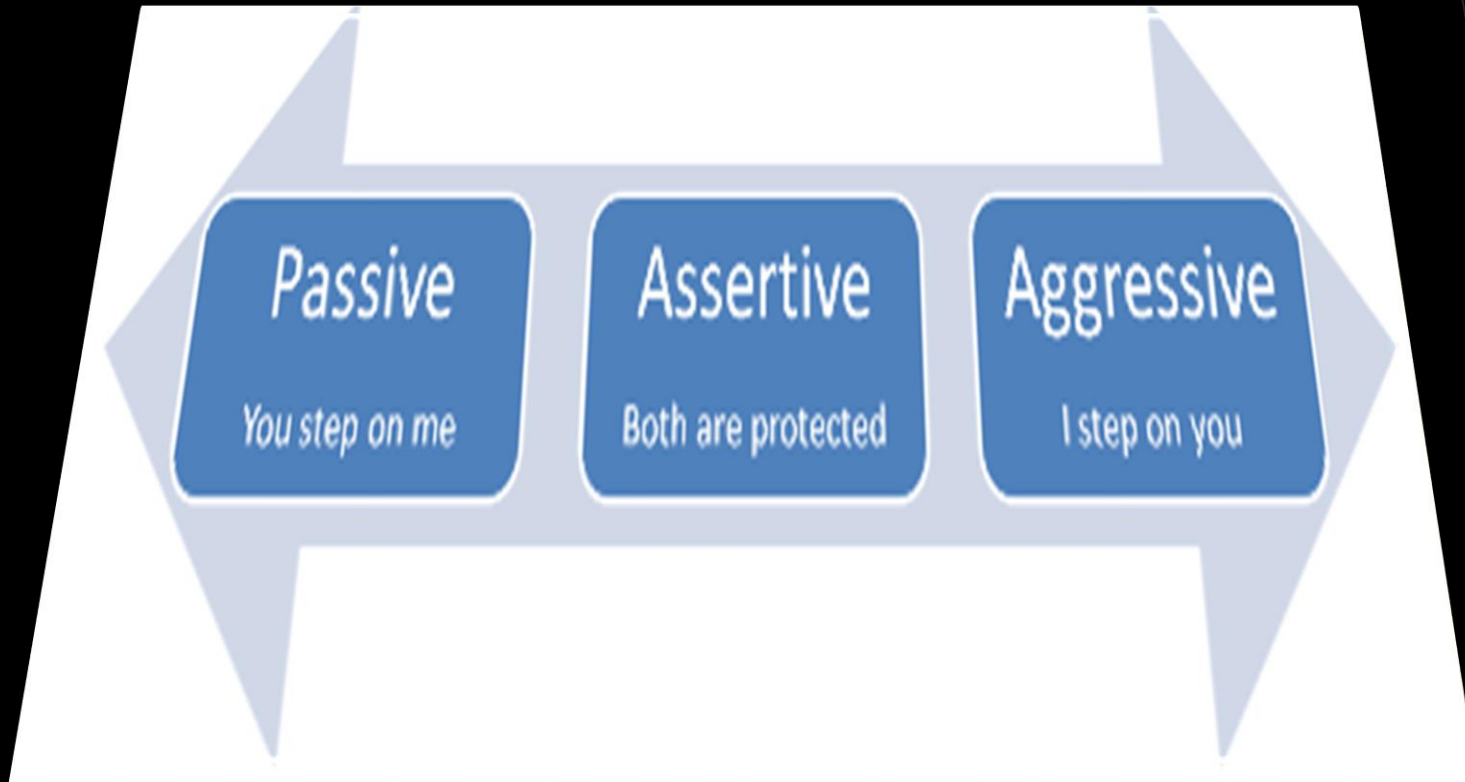
Aggressive Behaviours

- ▶ Talk over
- ▶ Interrupt
- ▶ Stare
- ▶ Threaten
- ▶ Retaliate
- ▶ Demand
- ▶ Invade personal space
- ▶ Shout
- ▶ Swear

Passive Behaviours

- ▶ Agree
- ▶ Slouch
- ▶ Be flippant
- ▶ Avoid eye contact
- ▶ Talk too quiet
- ▶ Mumble

Assertive



Guidelines

- ▶ Use “I” statements
- ▶ *Example;*
- ▶ *“You need to take your hood off” = Aggressive*
- ▶ *“I’m sorry, but can you take your hood off” = Passive*
- ▶ *I need you to take your hood off please = Assertive*

Guidelines

- ▶ Focus on behaviors.
- ▶ Avoid the desire to slip into accusations like calling the other person rude or insensitive.
- ▶ Comment on their behaviours or words without labelling them
- ▶ Example “I need you to stop being rude” instead of
- ▶ “You’re rude”

Guidelines

- ▶ Keep your responses short and to the point
- ▶ The longer you talk, the more likely you are to slip into either passive or aggressive techniques.
- ▶ The more you say, the more they say

Guidelines

- ▶ *Monitor your tone of voice and non-verbal messages*
- ▶ You can choose just the right words and ruin it with a sharp tone or aggressive posture

Guidelines

- ▶ Listen.
- ▶ Pay close attention to what they have to say as well. If you do not listen, you and they will become potentially frustrated and aggressive

Guidelines

- ▶ Maintain appropriate eye contact.
- ▶ Too little eye contact and you could be perceived as dishonest
- ▶ Too much eye contact and you could come across as aggressive

Customer Complaints

- ▶ Begin by listening
- ▶ Do not answer emotion with emotion
- ▶ Tone and Volume
- ▶ Apologize when warranted
- ▶ Take responsibility
- ▶ Take action



Summary

- ▶ Address the situation early
- ▶ Listen
- ▶ Be professional
- ▶ Be positive
- ▶ Remain calm
- ▶ Be assertive

Product Knowledge

JENNINGSbet **LUCKY 15**
31-63

TREBLE the odds 1 winner and up to a 25% bonus for all correct!

| SELECTION | TIME & MEETING | ENTER STAKE UNIT HERE | |
|---------------|----------------|-----------------------|----------|
| | | win | each way |
| 1 | | 15 bets | 30 bets |
| 2 | | 31 bets | 62 bets |
| 3 | | 63 bets | 126 bets |
| 4 lucky 15 | | | |
| 5 lucky 31 | | | |
| 6 lucky 63 | | | |

total stake £ : p

all bets are subject to Jenningsbet rules

JENNINGSbet **YANKEE AND MULTIPLES**
...better

look out for our special offers

| SELECTION | TIME & MEETING | ENTER STAKE UNIT HERE | |
|------------------|----------------|-----------------------|----------|
| | | win | each way |
| 1 | | | |
| 2 | | | |
| 3 | | | |
| 4 YANKEE | | 11 bets | 22 bets |
| 5 CANADIAN | | 26 bets | 52 bets |
| 6 HEINZ | | 57 bets | 114 bets |
| 7 SUPER HEINZ | | 120 bets | 240 bets |
| 8 GOLIATH | | 247 bets | 494 bets |

total stake £ : p

all bets are subject to Jenningsbet rules

JENNINGSbet **PATENT**
TRIXIE • ROUND ROBIN

| SELECTION / TRAP NO. | TIME & MEETING | ENTER STAKE UNIT HERE | |
|----------------------|----------------|-----------------------|----------|
| | | win | each way |
| 1 | | | |
| 2 | | | |
| 3 | | | |
| trixie | | 4 bets | 8 bets |
| patent | | 7 bets | 14 bets |
| round robin | | 10 bets | 20 bets |

total stake £ : p

all bets are subject to Jenningsbet rules

What is a bet?

‘The prediction of the outcome of an event’

WIN BETS

2.45 Hamilton

£10.00 Win

Royal Envoy

Stake £10.00

A SINGLE - the most basic of bets.
The Customer makes **ONE** selection
which must win in order for there
to be a return.

Counts as 1 Bet.
Total Stake = £10.00

WIN BETS

£5.00 Double

| | |
|-----------------|-------------|
| Zidane | 2.30 |
| Rochdale | 3.05 |

Stake £5.00

A DOUBLE – the Customer makes **TWO** selections in **TWO** different events, both must be successful for there to be a return

Counts as **1 Bet**
Total Stake = **£5.00**

WIN BETS

£10.00 Treble

| | |
|---------------------------|-------------|
| Uno | 4.20 |
| <u>Maison Dieu</u> | 4.10 |
| Firenze | 4.25 |

Stake £10.00

A **TREBLE** – the Customer makes **THREE** selections in **THREE** different events, all must be successful for there to be a return

Counts as 1 Bet
Total Stake = £10.00

WIN BETS

£2.00 Accumulator

| | |
|--------------|------|
| Enforcer | 3.05 |
| Gift Horse | 3.45 |
| Thunder Rock | 4.55 |
| Cover Up | 5.30 |

Stake £2.00

ACCUMULATOR - although both the Double and Treble are strictly speaking accumulative bets, the term accumulator (also known as a rollup) applies to bets where the Customer makes **FOUR** or more selections all of which have to win.

Counts as 1 Bet

Total Stake = £2.00

Each Way Bets

2.45 Hamilton

**£5.00 Each Way
Relko**

Stake £10.00

When a Client backs their selection 'Each Way' they are in fact placing **TWO** bets i.e. a **Win** bet and a **Place** bet.

Therefore, the stake for an each way bet is always double that for a win bet.

E.g. £5 E.W Relko

£5.00 Win

£5.00 Place

The total stake is £10.00

Forecast Bets

JENNINGSBET

£1.00 Forecast

Grey Gunner
High Tower

Stake £1.00

In a forecast single, the Customer is trying to predict the result of 1st and 2nd places in a Horse or Greyhound race, in the correct finishing order.

Reversed Forecast

JENNINGSBET

£1.00 Rev/Ec

Grey Gunner
High Tower

Stake £2.00

In this example bet, the Customer is nominating Grey Gunner to come 1st and High Tower to finish 2nd or vice versa.

Sports Betting



Prices/Odds

- ▶ Take the sum of the price(i.e. the top and bottom halves of the price added together)and divide it by the bottom half of the price.

EXAMPLE 

The factor of the price $11/2$ is 6.50

The sum of the price (i.e. $11+2 = 13$)
Divided by the bottom figure of the price (i.e. 2)

13 divided by $2 = 6.50$

Prices/Odds

▶ Calculate the factors of the following prices:

▶ 5/1 factor =

▶ 7/2 factor =

▶ 6/5 factor =

▶ 11/10 factor =

▶ 9/4 factor =

▶ 13/8 factor =

Calculating Returns

If a Customer has a £2.00 bet on a winner with odds of 7/4 we
Find the factor of 7/4, and multiply it by the stake unit, in this case 2.00

So the calculation is 11 divided by 4 x 2.00 = £5.50

NB do not use the "equals" key before multiplying by the stake

✓ **Correct Method** 11 divided by 4 x 2.00 |

X Incorrect Method 11 divided by 4 = x 2.00

The customer will receive £5.50 for his 7/4 winner.

Calculating Returns

What will the returns be on the bets below?

1. £0.50 on a 3/1 winner =
2. £50.00 on a 7/2 winner =
3. £3.00 on a 6/5 winner =
4. £2.50 on a 6/4 winner =
5. £3.00 on a 11/8 winner =

Margin Management

The basic principle of bookmaking -

“Try to take more money in than you payout”

Margin Management

- ▶ Monitored Customers ?
- ▶ Race Room
- ▶ Stakes
- ▶ Limited Outcomes
- ▶ Types of events
- ▶ Competitor awareness
- ▶ Prices/Odds

PERMISSION TO LAY / PAY CHART **JENNINGSbet**

| HORSE RACING WITH FULL S.I.S. / TURF COVERAGE | PERMISSION TO LAY | |
|---|---------------------|-----------|
| Singles, Doubles and Trebles | Stake Unit | Liability |
| Singles Early Price / Ante Post | £250 | £500 |
| Singles Starting Price / Board Price | £500 | £3,000 |
| Multiples | £20 (or Total £300) | £2,000 |
| Forecasts / Tricasts | £200 FC / £50 TC | N/A |
| All foreign racing | £100 | £1,000 |
| <i>WHERE THERE IS NO SIS / TURF TV COVERAGE ALL BETS WITH A STAKE OF £50 OR OVER NEED PERMISSION TO LAY</i> | | |

| GREYHOUND WITH FULL S.I.S. COVERAGE PERMISSION TO LAY | | | |
|---|------------|-------------|-----------|
| SINGLES | Stake Unit | Total Stake | Liability |
| Day of event / Early price or Ante Post | £100 | | £500 |
| Board Price | £200 | | £1,000 |
| Starting Price | £300 | | £1,500 |
| Sheffield/Crayford/Sittingbourne/Hove/Hall Green (Strangers) £50 singles | | | N/A |
| Trap Challenges | £50 | | £500 |
| Computer Forecasts | £50 | £300 | |
| Tricasts | £25 | £150 | |
| F/C and T/C at Sheffield/Crayford/Sittingbourne/Hall Green | £5 | £30 | |
| MULTIPLES/ACCUMULATORS | | | |
| Bets including Day of Event/Early Prices, Ante-Post or Board prices | £100 | £300 | £500 |
| Starting Prices only | | £500 | £1,000 |
| Computer Forecasts | | £50 | |
| Sheffield/Crayford/Sittingbourne/Hove/Hall Green (Strangers) | £5 | £30 | |
| <i>WHERE THERE IS NO SIS / TURF TV COVERAGE ALL BETS WITH A STAKE OF £20 OR OVER NEED PERMISSION TO LAY</i> | | | |

| FOOTBALL PERMISSION TO LAY | | |
|--|-------------|---------------|
| SINGLES TO WIN MATCH | Stake Unit | Liability |
| Premiership and Live TV Coverage | £1,000 | £2,500 |
| ALL OTHER MATCHES | £200 | £1,000 |
| Correct Scores, Double Result, First Goal Scorer and FG/CS combination or any other match market | £100 | £2,000 |
| Ante Post (To Win League, Cup, Group etc) | £500 | £3,000 |
| MULTIPLES AND ACCUMULATORS | | |
| To Win Matches trebles and upwards | £500 | |
| Correct Scores, Double Result, First Scorer and FG/CS combination or any other match market | £50 | £3,000 |
| Ante Post (To Win League, Cup, Group, etc) | £500 | £5,000 |
| In-Running Markets (Live Matches) | £100 | £1,000 |
| OTHER SPORTS | | |
| Singles | £200 | £500 |
| Multiples/Accumulators | £200 | £1,000 |
| In Running Markets | £100 | £500 |
| NON SPORTING EVENTS | | |
| Singles | £50 | £500 |
| Multiples / Accumulators | £50 | £500 |
| NUMBERS BETTING | | |
| All Bets | £100 | £50K |

IMPORTANT INFORMATION

- All bets with a return of £1,000 or more need to be checked settled with a Raceroom BEFORE payment.
- Any new customer staking £1000 or more in a day please inform Raceroom.
- The liability on any bet is the cost to the company, and not the total payable e.g. £100 @ 12/1 the liability is £1,200.
- On multiples, any bet where if the next selection wins the payout is going to exceed £5,000 the Raceroom needs to be notified.

CALL PROCEDURE | PLEASE STATE | YOUR SHOP | MEETING | TIME | SELECTION | PRICE AND STAKE, CUSTOMERS NAME IF MONITORED

RaceRoom 01992 574221 | Colin 07984 157 644 | Craig 07931 538 733 | Matt 07962 177 551

HORSE RACING WITH FULL S.I.S. / TURF COVERAGE

PERMISSION TO LAY

Singles, Doubles and Trebles

Stake Unit

Liability

Singles Early Price / Ante Post

£250

£500

Singles Starting Price / Board Price

£500

£3,000

Multiples

£20 (or Total £300)

£2,000

Forecasts / Tricasts

£200 FC / £50 TC

N/A

All foreign racing

£100

£1,000

WHERE THERE IS NO SIS / TURF TV COVERAGE ALL BETS WITH A STAKE OF £50 OR OVER NEED PERMISSION TO LAY

| FOOTBALL | PERMISSION TO LAY | |
|--|--------------------------|------------------|
| SINGLES TO WIN MATCH | Stake Unit | Liability |
| Premiership and Live TV Coverage | £1,000 | £2,500 |
| ALL OTHER MATCHES | £200 | £1,000 |
| Correct Scores, Double Result, First Goal Scorer and FG/CS combination or any other match market | £100 | £2,000 |
| Ante Post (To Win League, Cup, Group etc) | £500 | £3,000 |
| MULTIPLES AND ACCUMULATORS | | |
| To Win Matches trebles and upwards | £500 | |
| Correct Scores, Double Result, First Scorer and FG/CS combination or any other match market | £50 | £3,000 |
| Ante Post (To Win League, Cup, Group, etc) | £500 | £5,000 |
| In-Running Markets (Live Matches) | £100 | £1,000 |

Race Room

“Can I take this bet?”

- ▶ What is the customer trying to bet on?
- ▶ What type of price is the customer taking?
- ▶ What type of bet?
- ▶ What is the stake and liability?

If the stake and/or liability equals or exceeds amounts set out on chart, then Permission to Lay is needed before acceptance.

Runners

► Mr Big



Prices/Odds

► Back Prices

Giving back prices is the quickest way to lower your overall profit margin.

| 4:40 Kempton | | | | GOING BEHIND | |
|--------------|----|-------------|------|-------------------|----------|
| 11 Run | | 6f Stakes | | Going: STAND/SLOW | |
| | | | | Race: 1 | |
| | 1 | CATAPULT | 11/4 | 3 | 11/4 Fav |
| | 5 | AIGUILLETTE | 3 | 11/4 | 3 |
| | 12 | TWILIGHTING | 11/4 | 3 | 10/3 |
| | 2 | JAGANORY | 7 | 13/2 | 6 |

