

BETTER CHANGE

TRAINING AND EDUCATION

Brochure 2026



STRATEGIC
CONSULTING

TRAINING AND
EDUCATION

PRODUCT
INNOVATION

DATA-DRIVEN
ANALYSIS

LET'S MAKE THE
FUTURE OF
GAMBLING
POSITIVE

WWW.BETTER-CHANGE.ORG

BETTER CHANGE

Our training and education offer is designed to empower your business and your colleagues from new starters to seasoned professionals.

We put your needs first and focus on pro-active solutions to support you in achieving the highest standards of compliance and safer gambling through Positive Play. Our team understand your challenges and bring a wealth of experience from across the industry that can support your operation.



Victoria Reed
CEO

“We want to help people build great careers in an industry they are proud to work in.

A TEAM YOU CAN TRUST



VICTORIA REED

Alumna of Harvard Business School with global gaming experience and over a decade working in gambling at C-level for multiple tier 1 operators



DAVID RICHARDSON

Experienced project manager in education and sport with over a quarter of a century of gambling knowledge to support his 5 years industry work



ROBERT MABBETT

Award winning land based gambling operator with over 14 years experience including 5 years working in gambling addiction treatment



SHOBAA HARIDAS

Expertise in product, marketing, business & operations with experience in start-ups as well as established organisations including gambling



ANNA DAVIES

Celebrated compliance expert with over 20 years experience in financial services and gambling sectors, specialising in emerging markets



EMMA RUSSELL

Business development professional with 20 years experience in helping organisations delivering social impact achieve multi-million pound growth

APPRENTICESHIPS

Our Regulatory Compliance Officer (level 4) Apprenticeship for the Gambling Industry, is the first apprenticeship programme created specifically for the gambling industry.

Designed to support new starters and existing compliance professionals, understand regulation in gambling, helping them protect your business and develop their careers.

Key Benefits

- Cost of course (£9,000) 100% or 95% covered by the Levy*.
- 16 month course - 20% learning, 80% in position in your organisation
- 8x full day workshops with industry leading speakers
- One to one mentoring for two hours per month
- Assessment with Ofsted accredited learning partner
- Suitable for Compliance, SG and aspiring leaders in regulatory roles

“As contributors to the Apprenticeship Levy, the gambling industry should benefit by having a course that is relevant to their business. This was our motivation to create the programme.

David Richardson
Director of Strategic Partnerships

REGISTER NOW



Find out more

Info@Better-Change.org

www.Better-Change.org

*Apprenticeship available in all jurisdictions however, levy only available in England.

SAFER GAMBLING E-LEARNING (FREE)

Produced in
partnership
with...



Learn from industry professionals

Collaborating with industry-leading experts, encompassing operators, regulators, researchers, treatment specialists, and individuals with lived experience to create Safer Gambling courses exclusive to the UK.

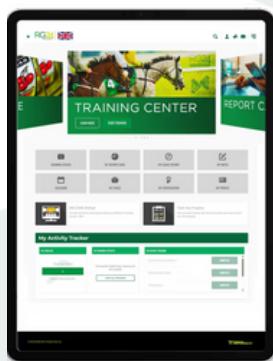
Safer Gambling Training

Specifically created for all UK gambling industry employees:

- Created by the industry for the industry
- Ensures every single employee is trained to the same standard
- Track, measure and monitor progress in real time through our dashboard
- Accessible bite-size modules available 24/7 on any device
- NEW COURSE FOR 2026 - Crisis Interactions
- Speak to us about making this bespoke for your organisation including using your own LMS.

“This industry collaboration allows anyone to access the shared knowledge of their peers.

Emma Russell
Partnerships & Delivery Manager



REGISTER YOUR
INTEREST



PREMIUM E-LEARNING

.For an annual fee, premium e-learning packages from Better Change provide key Knowledge base training required to navigate the regulatory framework and the Licencing Conditions and Codes of Practice in the UK gambling industry. Essential for you Safer Gambling, AML, Marketing and Customer Service teams. A full list of content is listed below. To find out more scan the QR or contact us at

info@Better-Change.org

“Our training equips your teams with the knowledge, skills and behaviours to navigate gambling regulations, driving stronger compliance and smarter customer interactions.

Anna Davies
Compliance Director

REGISTER YOUR
INTEREST



OUR TRAINING PROVIDES

- Clear objectives to define learning outcomes
- Knowledge based testing to reinforce learning
- Optional bespoke content and branding
- Easy navigation with an interactive format

BETTER
CHANGE

PREMIUM E-LEARNING

Course	Chapters	
Safer Gambling	<ul style="list-style-type: none"> Intro to safer gambling Signs of a problem SG tools and self-exclusion Customer interactions and evaluation Protecting the young and vulnerable 	<ul style="list-style-type: none"> Ensuring gambling is fair and open Your role and responsibilities Regulating gambling advertising High value customer guidance
AML	<ul style="list-style-type: none"> Regulation, legislation and guidance AML and counter terrorism financing Introduction and key concepts 	<ul style="list-style-type: none"> Policies and procedures Collective and individual responsibilities including SARs
Business Protection	<ul style="list-style-type: none"> Regulation and regulatory powers Complaints awareness Complaints and dispute handling 	<ul style="list-style-type: none"> Data protection Anti bribery and corruption (whistleblowing, economic crime and transparent act
Crisis Interaction	<ul style="list-style-type: none"> Introduction to crisis interactions Duty of care Identifying vulnerable customers Active listening Time, space, compassion model Interactive breathing exercises 	<ul style="list-style-type: none"> Supporting without direction Testimonial on the importance of suicide awareness Managing customers with suicidal thoughts De-escalation techniques Self care techniques
Procedural Application Training	We can create bespoke skills and behaviour training based on your own manuals and procedures	

POSITIVE PLAY® WORKSHOPS

Immersive skills based training

Positive Play Workshops combine subject knowledge with practical skills to support your colleagues learning in key areas. Available for up to 20 people online and 15 people in person, we have courses available for those at the start of their gambling career, as well as experienced professionals looking to enhance role specific skills.

“ Our workshops provide a safe environment for candidates to practice new skills and behaviours crucial to their role

Shobaa Haridas
Product Director

“ A really informative and in depth course. Really highlights the areas surrounding problem gambling, how to address this empathetically, and what outcomes would be ideal to reach with the customer

POSITIVE PLAY® WORKSHOPS

GAME ON

SGI - EFFECTIVE INTERACTIONS

SGII - CRISIS INTERACTIONS

HANDLING COMPLAINTS AND DISPUTES

GAMBLING LITERACY 101

For more information email info@Better-Change.org

WORKSHOP OVERVIEW

GAME ON - WORKING IN GAMBLING

Duration 2 hours - This is a gambling 101 workshop for new colleagues working in gambling for the first time through to those who want to learn more about the gambling industry. We will cover the basics of preventing gambling harm, popular games and their rules, some mythbusting exploring common gambling fallacies as well as safer gambling in the workplace to protect you and your colleagues.

SGI - EFFECTIVE INTERACTIONS

Duration 4 hours - Strengthen your awareness of common red flags, explore real case studies, missed opportunities and common mistakes and practise techniques for more effective customer conversations. Learn how to spot risks early, strengthen your decision-making, and gain practical tools to handle customer interactions with confidence.

SGII - CRISIS INTERACTIONS

Duration 4 hours - This workshop equips teams to respond confidently and compassionately when customers are in crisis or showing signs of vulnerability. Developed with the Samaritans and Mental Health First Aid England, it blends practical skills with safeguarding principles tailored to the gambling environment.

HANDLING COMPLAINTS AND DISPUTES

Duration 2 hours - As well as focusing on key aspects of handling complaints and disputes effectively such as types of complaints, handling difficult conversations and great record keeping, this workshop also examines why complaints are important to our business and how we should react effectively to work towards a positive outcome.

GAMBLING LITERACY 101

Duration 4 hours - Understanding your products, how gambling works and the difference between a Patent and a Trixie are key to giving your customers a great experience, building loyalty and driving your business forward. Whether you are launching a new product, expanding into different markets or growing as a business, this fun and engaging workshop will give your colleagues a solid grasp of the gambling basics that can set your organisation apart from the competition.

SCAN TO REGISTER YOUR INTEREST
or contact us at

Info@Better-Change.org

For more information on content and cost



POSITIVE PLAY® EVENTS

We are better together!

This is what makes events so important in our industry whether that is connecting with peers or potential clients, events are a great place to be visible and do business. Sponsoring a Positive Play event puts your brand in front of key stakeholders and is a cost effective way of raising your organisations profile. Get in touch to find out more.

“ Positive Play events are a great way to expand your network and discuss challenges we face across our industry, promoting shared learning.

Rob Mabbett
Engagement Director

Quality Content

We have supported leading brands to deliver great content and speakers including:

- Clarion
- SBC
- Next.io
- KnowNow
- EAG - Entertainment, Attractions & Gaming Expo
- Gambling Business Group
- Which Bingo

Can we support your event in 2026?



Get in touch if you want to get involved in our Positive Play events this year.
info@Better-Change.org

2025 HIGHLIGHTS

POSITIVE PLAY at the races



APPRENTICESHIP LAUNCH



LEARN TO PLAY



Get in touch



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