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# When I grow up, I want to work in gambling!

By Dave Richardson, Better Change

Let's face it, very few people when looking at career options have the gambling industry at the top of their list. The stigma that surrounds the industry leads people to believe it is a less wholesome place to work, that it is unskilled, or a place where "deadbeats" work. This couldn't be further from the truth and at Better Change we aim to set the record straight and show that a career in gambling can be exciting, challenging and rewarding.

We are proud to work in gambling at Better Change. Our team have experience of building successful careers working for online operators, in land-based venues such as betting shops and casinos, as well as working in the treatment of gambling harm and the wider support space.

In the past decade we have seen an explosion of people working in gambling that are resolute professionals committed to consumer protection and responsible play. It doesn't end there, the gambling industry is filled with talented, conscientious professionals working across compliance, data science, customer support, licensing, technology and safer gambling. It is a highly skilled industry that is accessible, inclusive and somewhere people can build meaningful careers.

In reality, gambling is not an industry defined by stereotypes, but by over 82,000 professionals working every day to ensure gambling in the UK remains safe, fair and well regulated.

## Spoilt for choice

Working in gambling isn't just about taking bets and emptying machines! The UK land-based industry is one of the most mature and evolved in the world. From family entertainment centres to pubs and from bookmakers to casinos we are spoilt for choice in terms of products, and from a career point of view there are a wealth of skills and roles that are required to make gambling the popular pastime it is. The UK also boasts one of the most robust regulatory frameworks in the world which means the demand for talent in safer gambling, compliance, customer protection, data analysis, licensing, customer interactions, crime prevention, technology and payments are just as important as marketing, game design and product development in keeping gambling fair, safe and crime free for those who consume it.

This requires a huge undertaking from operators to ensure that their teams are sufficiently skilled and empowered through effective training and personal development. But it is not just about being compliant, the industry needs to be competitive and commercially viable too, something often forgotten by press, gambling pressure groups and government when it comes to regulatory reform and the positive impact of the gambling industry. There is a lot to be proud of in the regulated industry and an enormous amount of work that its workforce does to keep customers safe. Sadly there are few cheerleaders out there to champion that work but at Better Change we work with the industry to instil the confidence to bring



that knowledge to the fore and help the industry demonstrate its positive impact.

## Supporting the industry through training and education

Better Change provide a range of educational products and training offers that provide assurance when it comes to compliance and confidence in colleagues' ability to carry out their work. It instils a professional pride for those working in the industry and promotes a culture of Positive Play in a sector that provides entertainment for millions and makes a valuable contribution to society.

Our e-learning provides essential knowledge-based training for industry professionals across all formats of gambling including suppliers and technology providers, covering key subjects such as safer gambling, regulatory compliance and gambling literacy. These are supported by our Positive Play workshops which provide the skills-based learning required for consumer interactions around safer gambling, crisis interactions, product, customer service and handling complaints and disputes.

In addition Better Change are also proud to be able to offer industry professionals or those aspiring to build a career in the industry, the opportunity to take part in a level 4 apprenticeship in regulatory compliance that has been created specifically for the gambling industry.

## Building a professional pathway: The level 4 apprenticeship

Apprenticeships are a valuable qualification for those entering the workplace as well as those who want to advance their skills and their career. It has been our position at Better Change for the past few years that a sector such as gambling that provides so many jobs and has a large commitment to regulatory compliance should have a professional qualification such as an apprenticeship to be able to upskill and diversify its workforce.

This collaborative project took the knowledge, skills and behaviours set from the existing regulatory compliance apprenticeship, which were then adapted with IFATE (now Skills England), with the course finally developed and designed in partnership with accredited learning partner CSA learning specifically for the gambling sector. As a result this qualification aligns with regulatory expectations and industry practice. Importantly for participants in England this course is fully, or part funded by the apprenticeship levy that the gambling industry will contribute significant amounts to therefore, we are proud to have developed an apprenticeship which provides value to the industry as well as essential skills.

The level 4 qualification is equivalent to a higher national certificate/diploma or a foundation degree. The course takes place over 18 months where the



candidate will split their time with workshops, course work and mentoring sessions with on the job learning at their company of employment. The balance is 20% structured learning with 80% of the candidate's time spent learning on the job. In addition candidates can benefit from portfolio development, industry networking, assessment and professional reflection.



**I joined the programme to deepen my understanding of the regulatory landscape and having others in the industry on the same journey really makes the difference. Even at this early stage the mix of real-world insight and expert guidance is already helping me think about how I can add more value to my organisation.**



This course is suitable for safer gambling teams, compliance professionals, regulatory teams, licensing specialists and marketing compliance roles. All areas of the gambling industry are covered from online operators to land based as well as other industry stakeholders. The first cohort of apprentices began last year with the second cohort launching in April 2026. There are already over 15 operators involved and we look forward to many more as we continue to be committed at Better Change to show that gambling is a serious professional career pathway.

## Collaboration

Our work would not have been possible without the support of industry stakeholders who invested in the project as well as our learning partner CSA in helping us develop the course. It is also important to recognise the support of early adopters such as the Gambling Business Group (GBG) in particular Charlotte Meller and Peter Hannibal who have seen the value in the qualification and helped us to reach their members in the land-based sector.

Initiatives such as this apprenticeship programme benefit the industry as a whole and we should celebrate its professionals. The gambling industry is not defined by the narratives surrounding it, but by the people working within it. Through education, collaboration and professional development, it is possible to build a sector that not only meets regulatory expectations but gives its workforce something increasingly important, the confidence to say they are proud of the work they do.

## Better Change

To find out more about the apprenticeship qualification as well as other training and education products from Better Change visit [www.Better-Change.org](http://www.Better-Change.org) or email [info@better-change.org](mailto:info@better-change.org).



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