



Responsible business and sustainability

Sustainability: Shaping our sustainable future



Linda Marston-Weston
Chair of the Sustainability and
Public Policy Committee
26 March 2024



In 2023, we continued to make good progress towards meeting our 2025 targets and commitments. I am proud of the work we are doing to embed sustainability into the DNA of our business, our values and our culture."

Our progress in 2023

I am pleased to outline the highlights from our 2023 performance.

During the year, to ensure that we continued to uphold the highest standards, Playtech undertook a further review of the business against the GamCare B2B Safer Gambling Standard, extended the scope of the audit, and was awarded the Advanced Level Three of the standard – the highest possible level of award. In 2023, we continued to strengthen our portfolio of safer gambling technology and solutions under Playtech Protect, with the development of personalised responsible gambling journeys.

Our people are critical to our business success. In 2023, we introduced a new Global People Framework covering all elements of our people strategy from recruitment and onboarding to succession planning and personal and professional development, embedding equality and inclusion at the core of our strategy. We are proud to have launched a Global Benevolent Fund, to provide enhanced support to colleagues and their immediate families who may encounter unforeseen, severe life-changing challenges.

We also set in motion our net zero by 2040 plan. In early 2024, the Science-Based Targets initiative (SBTi) approved Playtech's near-term science-based emissions target, a 50.4% reduction in its scope 1, 2 and 50.4% in scope 3 emissions by 2032. Playtech has also committed to set long-term emissions reduction targets with SBTi in line with reaching net zero by 2040.

Another key highlight in 2023 was the launch of a new sustainability partnership with Hubbub, to further enhance colleague awareness and engagement on sustainable action. We continued and expanded our partnerships with expert charities and academics to help people live healthier lives online, as well as supporting a wide range of charitable and volunteering activities. By the end of 2023, we had exceeded our community target set for 2025, with over 160,000 people engaged through community investment and mental health programmes over the past three years.

I am proud of the progress we have made in 2023. Our focus for 2024 will be to go further and deeper in making sustainability integral to the way we do business at Playtech – for every colleague, irrespective of what they do and where they work in the organisation.

Our sustainability governance

Our sustainability strategy is overseen by a Board-level Sustainability and Public Policy Committee, which is responsible for monitoring the Group sustainability performance as well as setting targets for the Group. The Committee also actively engages with external subject matter experts, leading academics and charities to help challenge and strengthen Playtech's overall approach.

The day-to-day responsibility for sustainability governance sits within the Sustainability and Corporate Affairs function. In practice, this function co-ordinates action, provides subject matter expertise, delivers support to other relevant functions, business units and country-level management, tracks performance and leads engagement and partnerships with external partners. Additionally, there are topical forums to further support delivery of the agenda including the Environment Forum and Community Investment Committee.

The Sustainability function also works closely with the Regulatory Affairs and Compliance function to align and integrate compliance and regulatory considerations into planning and decision making. The Regulatory Affairs and Compliance function is subject to recurring annual reviews, the scope of which is dynamic and varies from year to year. This function continued to lead the Compliance Council and other internal governance forums.

The newly established Risk, Internal Controls and Assurance function together with Internal Audit play a key role in ensuring that internal controls, including sustainability-related matters, are integrated into operational processes across the business.

[→ Read more on the sustainability governance structure on \[www.investors.playtech.com/sustainability\]\(http://www.investors.playtech.com/sustainability\)](http://www.investors.playtech.com/sustainability)

Action and accountability

We believe that growing our business in a sustainable and responsible manner is a key factor in delivering long-term value for all our stakeholders.

For this reason, in 2023 the Board strengthened sustainability governance and accountability beyond Executive Management, by linking the Company's sustainability performance and year-on-year progress to the remuneration of the Management Committee and selected leaders. The sustainability performance and measures relate to material elements of our sustainability strategy, which include safer gambling, diversity and inclusion, and the environment.

The Board will continue to review and expand the Company's environmental, social and governance performance measures as well as the scope to build on collective efforts to meet our commitments and most importantly, embed sustainability into our culture and business operations.



Embracing challenge on sustainability

As a business in a rapidly changing industry, Playtech aims to play its part in raising standards and embedding sustainability internally and across the sector. With the continuously evolving societal and stakeholder expectations, Playtech recognises the importance of engaging with stakeholders to ensure the Company's approach to sustainable business remains robust and meets expectations. As a result, in 2021, Playtech set up a Stakeholder Advisory Panel to challenge and guide its sustainability agenda.

Following the seven successful panel sessions from the last couple of years, which allowed Playtech to draw on a wide range of knowledge, insights and experiences, the Company has continued its engagement with this group in 2023. The panel reconvened in person in November 2023, sharing ideas, suggestions, and constructive challenges with members of Playtech's senior management team and Board members. The panel has a crucial role in shaping the sustainability strategy and improving performance.

The main objectives of the session were to discuss global trends and strategic questions that will be important in strengthening and shaping the future of Playtech's sustainability strategy, review the Company's progress and the challenges it faces and demonstrate how Playtech has considered the panel's feedback and comments as part of the evolution of its strategy. Three main themes emerged from the discussion:

- While Playtech has made considerable progress, there remains work to do around embedding sustainability into the Company's culture and engaging with employees, providing them with the tools to embed sustainability into their own sphere of accountability.
- The sustainability agenda is changing at a fast pace. With regulators continuously increasing the minimum requirements for both disclosures and action-led compliance, Playtech will have to innovate to keep its leading edge.
- Industry collaboration and multi stakeholder partnerships can be an important way that Playtech can lead on selected topics and drive change across the sector. A sectoral collaboration around safer gambling has been encouraged by the panel, as well as a potential climate change coalition to accelerate the transition to net zero.



I have been impressed by the willingness of the Board and Executive team to actively listen and engage in constructive conversations with the panel, covering a broad range of sustainability topics, with an enduring focus on the unique role of Playtech within its sector."

Christian Tøennesen, Group Sustainability Director, Selfridges Group

[→ Read more on the detailed summary of the latest panel session on the Playtech website](#)



Responsible business and sustainability continued

Sustainability materiality



Playtech’s sustainability priorities have been based on the most material environmental, social and governance issues that both internal and external stakeholders consider important for industry and society. Playtech’s most recent materiality assessment was refreshed in 2022 and takes into consideration increased political, regulatory and societal concerns. In 2024, Playtech will refresh its materiality assessment.

Sustainability materiality matrix

The diagram below outlines the material and emerging issues of interest to stakeholders, including topics that are related to wider community investment activities and water usage within the Group’s Italian operations.



- Pioneering safer gambling solutions
- Promoting integrity and an inclusive culture
- Powering action for positive environmental impact
- Partnering on shared societal challenges



Issues that matter to Playtech and society

The Company recognises that standards, requirements and expectations about the role of business in tackling environmental, social and governance topics continue to evolve. Regularly assessing which issues are material to the business and industries it operates in is essential to successfully test and develop the Group's responsible business strategy and reporting. Playtech defines an issue as being material if it is considered important by key stakeholders and could have a significant financial impact on the business. As such, the business considers both risks and opportunities as part of the materiality assessments.

The approach to materiality is dynamic and will continue to evolve and adapt, ensuring assessments help the Company to capture changes in the business and in society, as well as focusing on reporting and sustainability disclosures.

The issues identified as being the most material are:

● Safer gambling

Embraces areas such as games design and product safety, marketing, investment in research, education and treatment (RET), customer engagement, regulation, data analytics and the use of artificial intelligence (AI).

● Climate change

Covers policies, existing and impending regulations, initiatives, and performance relating to climate change prevention, mitigation and adaptation.

● Diversity, equity and inclusion

Covers increased representation and inclusivity for various groups, including gender, culture, identity and disability, directly linked to talent attraction, retention, employee engagement, training and development.

● Responsible advertising and marketing

Refers to adopting a socially responsible approach to advertising and marketing, ensuring that adverts do not exploit the susceptibilities of young or vulnerable people.

● Employee health and safety

Relates to looking after the mental and physical health of employees – a concern that became increasingly prominent following the pandemic.

● Data protection and cybersecurity

Refers to policy, governance and resourcing as well as operational KPIs related to security strategies, data protection and security controls, vulnerability monitoring and risk assessments, and risk management and governance.

● Corporate governance

Refers to elements of governance that relate to the social and environmental aspects of sustainability such as Board diversity and experience, incentives and remuneration, and the integration of sustainability into decision making.

● Financial crime

Focuses on anti-money laundering (AML), anti-bribery and corruption (ABC), tax evasion and professional integrity.

● Human rights

Focuses on recognising the rights of all people regardless of race, sexuality, nationality or any other status. It also covers modern slavery.

● Labour standards

Relates to basic worker rights, working conditions, adequate wages and job security.

● Systemic risk management

Refers to ensuring risks associated with business collapse are managed, such as ensuring there is clear accountability and reporting.



Responsible business and sustainability continued

Our sustainability priorities



Pioneering safer gambling solutions



What we measure:

- Playtech Protect presence and BetBuddy integrations
- Research papers, practical and theoretical
- Uptake of safer gambling tools

Why does it matter:

One of the most impactful contributions we can make to the industry and in society is to advance safer gambling and player protection technology. Through our safer products, data analytics and player engagement solutions, we are keeping players safe and helping our licensees succeed in regulated and fast-moving markets.

In action:

At Playtech, we are harnessing our culture of innovation to pioneer safer gambling solutions for our customers. Through Playtech Protect, we offer licensees a wide range of responsible gambling and compliance technology, tools and solutions.

➔ Read more on Playtech Protect on **pages 56 to 59**



Promoting integrity and an inclusive culture



What we measure:

- Diversity metrics
- Employee engagement
- Employee wellbeing

Why does it matter:

We are empowering Playtech colleagues to be a force for good in the world. Our sustainability approach helps our people work together with clear targets to maximise our collective positive impact on players, local communities and the environment.

In action:

We are building a culture of equality and inclusion. With our new Global People Framework, we are embedding equality and inclusion as a key element of our talent succession planning, and learning and development strategy.

➔ Read more on Playtech People on **pages 60 to 69**

Sustainability is about taking responsibility for our Company's impact on people, society and the environment. At Playtech, we have developed a framework for action, with four priority areas:

planet

Powering action for positive environmental impact



What we measure:

- Energy and emissions
- Renewable energy in our offices
- Water and waste consumption

Why does it matter:

Climate change is an urgent concern for everyone, including our people, investors and local communities. This is why we have made "Playtech Planet" a stand-alone priority in our sustainability strategy.

In action:

Playtech has committed to near-term and net zero targets to ensure our journey to decarbonisation is in line with limiting global warming to 1.5°C, as per the Paris Agreement.

[→](#) Read more on Playtech Planet on **pages 70 to 81**

partners

Partnering on shared societal challenges



What we measure:

- Monetary donations and investments
- Employees' contributions (skills, time and/or money)
- Engagement and reach to assess impact of community programmes

Why does it matter:

We are committed to making a positive impact on society and in local communities. By working with expert partners, we are helping people live healthier lives online and supporting a wide range of charitable and volunteering activities.

In action:

We are collaborating with subject matter experts, industry stakeholders, academic partners and charitable organisations to address societal challenges that are most relevant to our industry and local communities.

[→](#) Read more on Playtech Partners on **pages 82 to 87**



Responsible business and sustainability continued

Our Group Sustainability Scorecard

ESG ratings:

We actively participate in a range of global ESG ratings, indices and frameworks to benchmark our approach against best practice and emerging sustainability challenges:



In 2023, Playtech received a rating of "AA" in the MSCI ESG ratings assessment.¹

¹ www.msci.com/notice-and-disclaimer



FTSE4Good

In 2023, Playtech was included in the FTSE4Good Index, with a score of 4.3 (out of 5).



In November 2023, Playtech received an ESG rating of 12.5 and was assessed by Morningstar Sustainalytics to be at low risk of experiencing material financial impacts from ESG factors. In no event shall this information be construed as investment advice or expert opinion as defined by the applicable legislation.²

² www.sustainalytics.com/legal-disclaimers

Playtech scored 55 in the 2023 S&P Global Corporate Sustainability Assessment reflecting an improvement of 44 points over the last three years (CSA score as of 24 November 2023).



Playtech participates annually in CDP's Climate Change Programme. In 2023, CDP recognised our progress with a "B" score.

Priorities



Pioneering safer gambling solutions

Commitments

Expand the portfolio of safer gambling technology, tools and solutions

Harness investment in R&D to advance the next generation of safer gambling solutions

Strengthen operational safer gambling standards and technology across our operations



Promoting integrity and an inclusive culture

Promote integrity, uphold human rights and reduce compliance risk across our operations and supply chain

Foster equal opportunity and equality for all employees

Support employee wellbeing



Powering action for positive environmental impact

Reduce Greenhouse Gas (GHG) emissions within own operations and supply chain

Build capability and climate resilience through decisive actions in both own operations and supply chain

Align to global climate efforts to transition into a low-carbon economy, in accordance with the latest climate science and prioritise climate innovation



Partnering on shared societal challenges

Help people live healthier online lives and adopt digital resilience and safer gambling behaviours

Contribute to and support research, education and treatment to prevent, reduce and address gambling-related harm

Empower local community groups to deliver a positive impact

Playtech uses a sustainability scorecard to monitor and assess performance against its sustainability priorities, commitments and targets.

Performance measures	2023 performance
Playtech Protect presence (number of jurisdictions)	9
Brands integrated with BetBuddy (number of brands)	16
Research papers during the year (number of papers)	5
SaaS partnerships (number of safer gambling and compliance partnerships)	15
Achievement of safer gambling independent certification or assurance across operations	GamCare B2B Safer Gambling Standard, Level 3 G4 international certification of responsible online gambling (Snaitech)
Customer interactions (B2C) training during the year (completion rate)	88%
Proportion of customers self-excluding and using safer gambling tools during the year (%)	14 % and 22% respectively
Reports raised through Playtech's Speak Up whistleblowing hotline during the year (number of incidents)	11
Compliance training during the year (employee completion rate)	94%
Data protection training during the year (employee completion rate)	93%
Human rights training during the year (employee completion rate)	93%
Information security training during the year (employee completion rate)	92%
Increase gender diversity amongst our leadership population to 35% by 2025 against a 2021 baseline	30%
Reduction in Mean Gender Pay Gap (UK)	19% decrease (from 27.4% in 2022 to 22.1% in 2023)
Reduction in Median Gender Pay Gap (UK)	16% decrease (from 26.5% in 2022 to 22.2% in 2023)
Reduction in Mean Gender Bonus Gap (UK)	6% increase (from 41.1% in 2022 to 43.7% in 2023)
Reduction in Median Gender Bonus Gap (UK)	45% decrease (from 36.5% in 2022 to 20.0% in 2023)
Wellbeing initiatives during the year (number of initiatives)	>250 wellbeing initiatives
Employee participation in wellbeing initiatives during the year (number of employees)	>4,300 employees participated in at least one initiative
Employee Net Promoter Score (eNPS) from employee engagement surveys	41%
Reduce Scope 1 and 2 (location-based) carbon footprint by 40% by 2025 against a 2018 baseline	1.7% increase (excluding refrigerants, see pages 70 to 73 for more details)
Track Scope 3 reductions with focus on key material categories	106,641 tCO ₂ e
Switch all offices, wherever possible, to renewable energy (% of renewable energy)	57%
Get near-term and net zero targets approved by Science Based Targets initiative (SBTi)	SBTi approval received in early 2024
Reach 415,000 people with digital wellbeing programmes by 2025 (number of people reached directly and indirectly)	>680,000 people reached
Total amount invested during the year (€)	>€ 1,500,000 (£ 1,300,000)
Engage 30,000 people in community and mental health programmes to improve livelihoods by 2025 (number of people engaged)	>160,000 people engaged
5% year-on-year increase in employees' contributions (skills, time or money), reaching a global average of 10% by 2025 (%)	10.5% global average (increase by 129.0% since 2022)
Total value of monetary donations during the year (€)	>€ 710,000



Responsible business and sustainability continued



Pioneering safer gambling solutions



One of the most significant contributions Playtech can make to the industry and society is the provision of technology to advance safer gambling and player protection. Through our safer gambling technology solutions, we are helping operators and the industry strengthen player protection measures and create a safer gambling experience.

Commitments:

- Expand the portfolio of safer gambling technology, tools and solutions
- Harness investment in R&D to advance the next generation of safer gambling solutions
- Strengthen operational safer gambling standards and technology across our operations

Performance measures:

-  • Playtech Protect presence and brands integrated with BetBuddy
-  • Research papers and partnerships
-  • Achievement of safer gambling independent certification or assurance across operations
-  • Safer gambling training
-  • Uptake of safer gambling tools in our B2C operations

Safer gambling – the changing landscape and our approach

Across all markets, including jurisdictions where online gambling is in the process of being regulated, the importance of protecting players, preventing gambling-related harm and ensuring our industry is sustainable continues to be the most material priority for the gaming and betting sector. With our unique reach, data capabilities, and investments in safer gambling technologies, Playtech has taken the conscious decision to invest in technological solutions to help our licensees and industry, strengthen safeguards and enhance positive player gambling experiences.

Collaboration is vital to our approach. Across its operations and externally, Playtech has partnered with academics, non-profit organisations, licensees and think tanks, to further develop and advance the delivery of safer gambling solutions and standards as well as broaden its safer gambling product portfolio under Playtech Protect.

Gambling regulation – evolving expectations

As regulated online gambling markets mature and as regulators gain greater understanding of the impact of online gambling there is a greater emphasis placed on customer protection. Newly regulating markets learning from the experiences of other regulators are launching with increasingly sophisticated, comprehensive player protection obligations. A crucial aspect of this evolving trend is the shift of regulatory focus to behavioural analytics for player protection purposes. Engagement with policymakers and regulators plays a key role in facilitating a fairer, safer and more sustainable gambling sector.

The Company continues to actively advocate for robust standards in regulating and regulated markets, which can, more adequately, safeguard players as well as better align with regulatory efforts to improve responsible gambling measures and practices. In jurisdictions such as the Netherlands, Spain, Ontario, New Jersey, Colorado and more recently Colombia, there is a trend towards requiring the use of behavioural analytics to identify and address problematic gambling behaviours, and upcoming markets are looking closely at this approach.

Playtech continues to contribute its experience, technology, and research insights to support its licensees and wider industry stakeholders.

16

Brands deployed and integrated with BetBuddy

9

Number of jurisdictions

15

Compliance and safer gambling SaaS partnerships

Playtech Protect – Playtech’s safer gambling offering

Our flagship solution, Playtech Protect, was established to offer licensees a wide range of responsible gambling and compliance technology, tools and solutions, as well as leading to the formation of several research partnerships. These technology solutions are embedded into Playtech’s PAM+ platform and Engagement Centre.

Using our scale, advocacy, and data-driven approach, we are offering safer gambling tools, to help our licensees and industry deliver responsible gambling experiences and effective player protection measures. Playtech Protect combines our advanced technology, data analytics and research to promote safer gambling. The offering includes a range of tools for end-to-end player management, risk and fraud mitigation, and customer engagement.

Within this offering, Playtech’s flagship technology product is BetBuddy, an artificial intelligence powered solution that uses predictive analytics and machine learning to detect problematic play patterns. BetBuddy enables operators to segment their player base according to risk level and initiate personalised interventions like setting deposit limits. By predicting risk at an early stage, BetBuddy enables operators to engage with players in a personalised way while problematic behaviours are still developing. This provides a valuable opportunity to guide users towards safer gambling habits before more severe harm occurs.

In 2023, we saw further uptake of safer gambling technologies, tools and solutions by licensees. This was driven by the introduction of specific requirements on the use of behavioural analytics to detect players at risk in additional jurisdictions, based on licensing requirements, and an increased awareness across the industry of the importance of a proactive approach to safer gambling. In 2023, 16 brands across nine jurisdictions have been integrated with and are using BetBuddy, compared to 13 brands in 2022. Considering that three brands have ceased operations, Playtech has onboarded six additional brands during 2023. By the end of 2023, BetBuddy presence had expanded into three new jurisdictions, having been adopted by brands in Italy, Sweden and Canada, excluding Ontario.

During the year, Playtech added a supplementary new model that operates in near real time. This new functionality allows licensees to assess players’ risk in just a few hours after opening their gaming account.

Additionally, Playtech took steps to improve the user experience for BetBuddy as well as explore how best to measure the effectiveness of interactions with at-risk players. As part of this process, we conducted extensive interviews with customer agents and client representatives to inform improvements to the front end of our tools. The goal is to consolidate all relevant information on each player into a single user interface. This would enable agents to carry out more personalised and effective safer gambling interactions and track their impact over time. The aim of these improvements is to test and analyse the efficacy of specific interactions and gain quantitative insight into which approaches are most and least successful.

The Playtech Engagement Centre offering continues to allow licensees to create bespoke safer gambling journeys, interact with their players and provide information or encourage them to undertake a specific action.

Playtech continues to maintain and expand its compliance and safer gambling Software-as-a-Service (SaaS) partnerships, which play an important role in supporting more licensees to compete, grow and thrive in the changing regulatory landscape. These partnerships offer licensees a multifaceted range of quality technology solutions as well as making access easier via the Playtech integration.



Progress on the journey to player personalisation

Playtech’s flagship product BetBuddy, our responsible gambling analytics platform, combines the latest research into gambling behaviour with the power of AI, delivering a sophisticated solution to proactively identify and engage with players who might be at risk of experiencing harm from their gambling.

In 2023, Playtech took a significant step to further enhance player protection with the development of new functionality which allows operators to apply more personalised responsible gambling rulesets for players according to the player’s risk level calculated by BetBuddy.

Key features of this development include the ability to establish additional optional limits or enforce specific parameters that players must adhere to. These include cooling off periods, a permissible number of limit increases, a personalised maximum value the limit can be increased to and more. Different settings can be applied according to the risk level of a player.

This avoids the need for operators to use generic, blanket rules across the different player risk levels, and enables the application of the appropriate and relevant level of protection. For higher risk players, this functionality allows the operator to apply tools in a way that offers a greater level of protection, while for lower risk players, the tools offered meet the regulatory requirements without being overly restrictive. This means boundaries can be set that are more personalised and based on previous player behaviour.

Playtech has also developed a Player responsible gambling dashboard which will provide our licensees with a comprehensive overview of each player’s responsible gambling status, including a snapshot of their responsible gambling limit usage status, as well as a historical overview of time-outs, self-exclusions, deposits and withdrawals and other activity. The system is currently being tested, prior to roll-out in 2024.



Responsible business and sustainability continued

Consumer Insights and Trends Report in Latin America

In 2021, Playtech conducted a research study to examine how players in Latin America perceive responsible gambling. The study aimed to gain insight into how the gambling industry can promote a safe and fair gambling experience in each region. In 2022, Playtech continued its research and published the second edition of its report on responsible gambling in Latin America in September 2023.

The report's recommendations aim to inform future collaboration, public policy measures and corporate approaches to improve the development, distribution and assessment of digital tools for those at risk of gambling-related harm. It provides a comprehensive overview of public perceptions in the Latin American market, including responsible gambling behaviour, player protection messages, unconventional betting categories, and the roles of the gambling industry and government in promoting responsible gambling guidelines.

The study highlighted that despite the increasing trend of online gambling, 93% of Latin Americans consider themselves responsible gamblers and 49% prioritise not feeling anxious while gambling as an important aspect of responsible gambling. While there have been advancements in providing safer gambling support and information, there are still challenges in tailoring and measuring the effectiveness of digital tools for player protection.

The report also showed that in the previous study, 53% of the subject interviewees had placed bets in the last six months, a number that jumped to almost 70% in this survey. Among those who hadn't placed bets in the first study, the main reasons given were not knowing how to do it safely (24%) and being worried about losing money or becoming addicted (14%). At the same time, respondents said they would feel safer about gambling online if they had more information and tools for player protection (45%), more information about gambling companies (44%), and a brand/company they recognise (42%).

By publishing this research, we hope that the insights will help inform improvements in personalised, real-time player interactions as well as approaches for creating a safe entertainment environment for all online players across Latin America. The Responsible Gambling Report is available at, www.playtech.com.



As the Latin American sports betting market grows, it is crucial for our industry to prioritise player safety and security. By harnessing cutting-edge technologies, we can create a secure environment that meets the evolving needs of our customers. "

Mor Weizer
Playtech CEO

Playtech Protect – Playtech's safer gambling offering continued

One area of focus in mature markets, such as the UK, is the role that technology solutions can play in assessing player affordability. Playtech continued to engage with third-party providers to ensure it is well positioned to support licensees with technology solutions to assess customer affordability voluntarily as well as when regulatory regimes mandate affordability checks. In 2023, Playtech increased its compliance and safer gambling SaaS partnerships to 15, from 11 in 2022.

Safer gambling – research and insights programme

Our research and insights programme focuses on better understanding how our products and services support safer gambling, shares our insights and experience and encourages further research and analysis by others.

In 2023, Playtech published Industry Research Briefings on Product Risk, Bonus Offers, Risk Identification and Explanation, and AI Governance and Accountability, as well as the second edition of a research report on Responsible Gambling Trends in Latin America.

Playtech also presented two papers at the 18th International Conference on Gambling & Risk Taking (ICGRT), the world's largest research conference in the field, organised by the University of Nevada, Las Vegas International Gaming Institute. All are available on Playtech's website, www.playtech.com.

Progress has also been made on the four-year research partnership with Holland Casino, Erasmus University and the University of Amsterdam that was commenced in 2022. This partnership is exploring how to measure player risk and behavioural impacts from safer gambling interactions. It will develop a library of interventions which will be made publicly available. The initial pilot is due to commence in 2024.

Safer gambling standards and certification

In 2021, Playtech was the first company to achieve the GamCare B2B Safer Gambling Standard. GamCare is the UK's leading provider of information, advice and support for anyone affected by problem gambling. The GamCare Safer Gambling Standard is an independent quality standard which assesses the quality of controls companies put in place to protect customers from experiencing gambling-related harm. For more information about the standard, please go to www.safergamblingstandard.org.uk.

The accreditation process involved an in-depth review of Playtech's business, including governance, culture and executive support for safer gambling, as well as safer game design and product development. To ensure that Playtech continues to uphold the highest standards, in 2023, we undertook a further review of the business against this standard, extended the scope of the audit to all our product verticals and were awarded the Advanced Level Three of the standard – the highest possible level of award.

In 2023, the Snaitech Group has also secured certification of its safer gambling programme by obtaining the renewal of the G4 international certification of responsible online gambling.





Responsible gambling escalations to licensees – iPoker

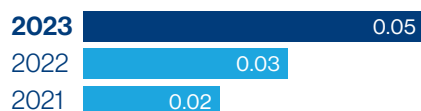
Within the Poker network, iPoker employs its analytical skills to identify possible money laundering, problem gambling and collusion issues. Playtech's dedicated team identifies potential issues and escalates these to licensees to review and assess whether further action should be taken. While Playtech is unable to take direct action on behalf of licensees, as it does not have access to player accounts, money or personal information, the team assists licensees by escalating potential concerns about safer gambling, collusion and anti-money laundering (AML).

In 2023, a new licensee joined the iPoker network, bringing a significant number of new players with them and so increasing the average number of players and responsible gambling escalations, by 17% and 35% respectively in comparison to 2022. Playtech identified an increase in promotional abuse and introduced a new "process scanning" tool which helped in identifying prohibited software use on a player's computer. Additional processes for "Real Time Assistance (RTA)" detection were also rolled out, following a new partnership between iPoker and GTO Wizard, a leading poker web app training provider. Playtech continued to develop improvements based on further automation of our Bot Detection process, reducing complexity and enabling quicker detection checks.

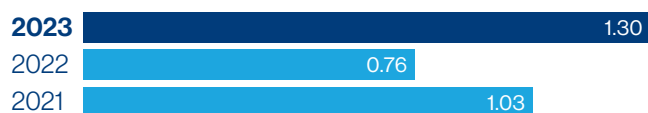
Escalations to licensees – iPoker

The table below summarises the percentage of unique cases escalated to licensees on AML, collusion and responsible gambling over the past three years.

AML (%)



Collusion (%)



Responsible gambling (%)



Responsible gambling escalations to licensees – Live

Playtech's Live Casino operations continued to provide licensees with information about player behaviour that could indicate players at risk and/or displaying behaviour that could be harmful. Like the iPoker team, the Live operation does not have access to player accounts, money or personal information.

The Live team uses a machine learning application, which analyses chat for words and phrases indicating potential at-risk behaviour. This year, Playtech is reporting on safer gambling escalations to include data from its Live Casino operations in Spain, Romania, Latvia, the US and Peru. In 2023, Playtech at-risk escalations from its Live operations totalled 55,895 cases, compared to 53,085 in 2022 and 23,802 in 2021. This number has increased due to full-year operation and expansion of the Live studio in Lima and the closure of the PGS (Belgium) Live studio.

Strengthening safer gambling in B2C operations

In 2023, Playtech B2C operations continued to build on the initiatives started in 2022 to improve the quality and accuracy of Playtech's models to identify at-risk players as well our customer interaction procedures. The projects initiated included updates to Playtech's technology infrastructure and use of near real-time identification of at-risk players.

In 2023 Playtech took a significant step to further enhance player protection with the development of a new internal single customer view tool to assess player risk and a new segmentation engine to enhance categorisation of gambling risk categories using a combination of risk factors. The latter project will enable Playtech to also strengthen its capability to direct players towards specific player journeys based on this segmentation.

Customer interactions

In 2023, we reported customer interactions, split by proactive person-to-person interactions led by our Customer Service agents at PTMS and reactive interventions triggered by player behavioural activities and BetBuddy, our responsible gambling analytics platform. The Playtech B2C Operations team engaged with customers on safer gambling through several channels; over 24,000 proactive person-to-person interactions via phone and email and over 760,000 interventions triggered via automated emails and account inbox messages. Triggers could be the result of source of funds, deposited amounts or directly from BetBuddy. The total number of customer interactions has increased significantly from 2022 and 2021 due to the reintroduction of deposit limits. Players reaching the daily gross deposit threshold receive a safer gambling intervention email. Players, with additional deposit triggers, prompt a responsible gambling interaction.

Playtech continued to monitor the number of self-exclusions and use of responsible gambling tools within the UK B2C operations in 2023 as a proportion of the total unique customers. The proportion of customers self-excluding slightly increased to 14% in 2023, from 13% in 2022. This was due to the business being more active in self-excluding customer accounts proactively. The number of customers using Responsible Gambling Tools has decreased to 22% due to better use of operator led limits and proactive interactions.

Uptake of safer gambling tools – B2C

	2023	2022	2021
Proportion of customers self-excluding (%) ¹	14%	13%	10%
Proportion of customers using RG tools (%) ²	22%	33%	32%

¹ Number of self-exclusions and registrations with GAMSTOP as a percentage of total unique customers within Playtech's B2C operations in the UK.

² RG tools comprise reality checks, time-outs and deposit limits.

Customer interactions¹

	2023	2022	2021
Total number of customer interactions:	525,107	12,730	5,314
Total number of proactive interactions ¹	24,419	12,730	5,314
Total number of reactive interactions	500,688	—	—
Total number of automated interventions ²	763,459	263,762	529,244

¹ Previously noted as 'Person-to-person interactions via phone, email or live chat'.

² Previously noted as 'Emails'.



Responsible business and sustainability continued



Promoting integrity and an inclusive culture



We are committed to conducting our business with integrity and promoting a culture of openness, integrity, and accountability. We aim to ensure that this ethos guides our decision making and creates a supportive and respectful environment where all have equal access to opportunities and employee wellbeing is paramount.

Commitments:

- Promote integrity, uphold human rights and reduce compliance risk across our operations and supply chain
- Foster equal opportunity and equality for all employees
- Support employee wellbeing

Targets and performance measures:



- Increase gender diversity amongst our leadership population to 35% by 2025 against a 2021 baseline



- Reduce gender pay and bonus gap



- Engage with supply chain following risk assessments



- Improve employee engagement and wellbeing

Reducing compliance risk

Responsible business practices are not just the right thing to do – they are critical to Playtech’s licence to operate, and to delivering long-term commercial success. That is why Playtech continues to put ethical principles at the heart of its business. In addition to its values, the Company has set out its ethical business principles as it seeks to make compliance and ethical behaviour a core part of its culture.

Taking action to reduce compliance and financial crime risk

Playtech conducts regular risk assessments to identify and mitigate its compliance, ethical and regulatory risks, including money laundering, bribery and corruption and tax evasion. Playtech has a zero-tolerance policy for corruption and is committed to keeping crime out of its operations.

This includes regular licensee and third-party risk assessment and monitoring, including reviewing compliance risks across the lifecycle of relationships with third parties – including customers, business partners and suppliers – and is supported by automated monitoring of those entities and third parties. The system monitors for historical and real-time considerations such as Politically Exposed Persons (PEP), sanctions, legal action, insolvency and disqualifications. In addition, the Compliance and Regulatory Affairs function provides input to the Group’s quarterly risk management process. This process document is supported by a risk register, risk matrix, assessment guide, interview schedule and Group risk management processes.

Playtech also conducts annual anti-money laundering risk assessments. These assessments are based on industry standard documents produced by the industry body, the Gambling Anti-Money Laundering Group (GAMLG). The GAMLG methodology has been adapted to reflect the risks associated with each part of Playtech’s business. Once completed, the risk assessments are subject to review and challenge by external legal counsel, and summaries of the findings and progress are provided to regulators.

The Global Regulatory Awards, hosted by Vixio Regulatory Intelligence, provide a platform to recognise the achievements of individuals, teams and organisations working in compliance, corporate social responsibility, and safer gambling. In 2023, our colleague Charmaine Hogan was the winner of the “Head of Regulatory Affairs/Government Relations of the Year” award, demonstrating our commitment to set new standards in the industry.

30% **70%**
Female Male

Amongst leadership population



Policies

In 2023, Playtech reviewed and updated its policies to ensure they are aligned with evolving legislation and industry best practice. This included updates to its anti-bribery and corruption, business ethics and Speak Up policies as well as its safer gambling policy, available at www.playtech.com.

Playtech communicates these policies to all employees through a number of channels including local communications, Playtech Home (Playtech’s intranet site), annual training, bespoke training, and dedicated compliance emails and newsletters.

Training

Each year, Playtech deploys a wide range of training for employees covering compliance topics including anti-money laundering, anti-bribery and corruption, safer gambling, data protection and anti-facilitation of tax evasion. All employees are required to complete test-based e-learning training and attest to the relevant policies under each topic. In 2023, the Company continued training on modern slavery and human rights for all employees. Playtech also deploys data protection and information security awareness training modules. For more information on data protection and cybersecurity, please refer to the relevant sections in this chapter. The modules include a test to help the Company understand the levels of understanding and awareness in Playtech’s workforce. Employees who fail to complete the module will lose their eligibility for bonuses within the financial year.

Playtech continued to provide annual training to its dedicated B2C Customer Service team, Playtech Managed Services, around meaningful responsible gambling interactions. In 2023, the training aimed to equip the Customer Services agents to help players manage their habits, encourage self-reflection and ensure players’ wellbeing. The refresher workshop focused on the distinction between concerning and serious behaviour, game fairness and key soft skills for effective interactions handling.

Playtech also delivers regulatory, compliance and sustainability training to the Board every 12–18 months. During 2023, Board training included briefings on legal requirements related to corporate governance, with a focus on Director duties, sustainability, anti-money laundering and anti-corruption, as well as regulatory developments and the various nuances across jurisdictions.

Training overview

The chart below outlines the participation and completion rate in core compliance training offered to Playtech employees.

Training type	Employees	Completion rate
Compliance essentials ^{1,2}	6,658 / 7,090	94%
Human rights ²	4,479 / 4,799	93%
Customer interactions (B2C)	215 / 244	88%

Training type	Contractors	Completion rate
Compliance essentials ^{1,2}	68 / 72	94%
Human rights ²	68 / 73	93%

- Total number completing the training
- Total number of eligible individuals

- 1** Snaitech employees also completed training relating to Italian Legislative Decrees 231/01 and 231/07, in light of regulatory changes.
- 2** Average training hours per employee is 0.83.





Responsible business and sustainability continued

Reducing compliance risk continued

Speaking up

An important aspect of Playtech's commitment to conducting its business with integrity and promoting a culture of openness and accountability is providing a channel for employees to voice concerns about anything they find unsafe, unethical or unlawful. The Company's Speak Up line, introduced in 2017, is instrumental in ensuring that employees have access to an independent channel to raise concerns confidentially and anonymously, wherever permitted under local legislation.

During 2023, Playtech had 11 incident reports, anonymously submitted via the Speak Up platform. The Speak Up review process is led by the Chief Compliance Officer and General Counsel. Incidents raised during 2023 were reviewed and resolved within the year. In 2024, the Company will continue to promote this as an important channel for raising ethical concerns.

Data protection

Playtech is committed to protecting and respecting the personal data it holds, in accordance with the laws and regulations of the gaming markets in which it operates. The Company's systems, software, technologies, controls, policies, and processes have been adjusted to ensure appropriate management of privacy risk.

Personal data processing is crucial to Playtech's business model, with customers and clients trusting the Company with their personal data every day. Ultimately, they only trust Playtech as a business partner and supplier when they have confidence that their personal data is safe and understand how and why it is used by the Company.

Playtech's Group-wide security and privacy policies support the management of data privacy risk and are accessible to and applied by all its global businesses units. Playtech provides transparency to its players, employees and stakeholders on how it collects, uses and manages their personal data and their associated rights.

Following the implementation of the EU General Data Protection Regulation (GDPR) in May 2018, and numerous regulatory requirements for the gambling industry, Playtech has embedded a tested and verified as well as robust and consistent approach to data protection and security across all its jurisdictions. Playtech takes all possible steps to safeguard personal data by adhering to the principles contained within GDPR and other relevant data protection legislation.

Playtech has a dedicated Data Protection team that reports monthly to the Board on data privacy risks and issues. The Data Protection team's work focuses on driving privacy by design, monitoring of policies and conducting reviews and data privacy impact assessments. The Group has procedures that clearly set out the actions required when dealing with a data privacy incident. These include notifying regulators, clients, or data subjects as required under applicable privacy laws and regulations. Playtech continues to mature the depth and frequency of data protection and cybersecurity reporting to maintain high visibility for its senior management team and the Board.

In view of the evolving regulatory and technological landscape Playtech is proactive in its approach to data privacy and aims to continually improve its policies and their application. All Playtech employees and partners are required to comply with confidentiality requirements, and legal and regulatory obligations, with contractual terms such as data processing agreements and EU model clause agreements governing the use, disclosure and protection of information. Each year, employees and contractors are also required to complete test-based data protection and security awareness training.

Training overview

The chart below outlines the participation and completion rate in data protection and security training offered to employees and contractors in the organisation.

Training type	Employees	Completion rate	Contractors	Completion rate
Data privacy and protection ¹	4,479 / 4,799	93%	68 / 73	93%
Information security ²	6,478 / 7,031	92%	87 / 92	95%

- Total number completing the training
- Total number of eligible individuals

1 Average training hours per employee is 0.83.

2 Average training hours per employee is 1.24.





Cyber and physical security

The Playtech Security team's mission is providing business enablement for the gaming platform, licensees and players in a secure, non-intrusive and scalable manner. The global technological environment is ever evolving, as are cyber and physical security threats. The gaming and betting industry is a highly lucrative target for malicious parties, ranging from individuals operating by themselves to highly sophisticated organised crimes groups, which drives Playtech Security team to constantly strive for improved technologies, processes and skills to address these challenges.

The Playtech Security team oversees the operational, technical and organisational measures taken to protect the organisation from both cyber and physical security risks. Domains such as infrastructure, application, compliance and physical facilities are covered by a comprehensive security programme, which assures the safe and secure operation of Playtech's business. The Global Security team has a strong customer-centric approach with a focus on securing customer data; performing security tests and audits; monitoring activities around product applications and infrastructure; and educating licensees on the security capabilities of Playtech's platform.

Furthermore, the Playtech Security team provides input into the corporate risk register as well as provides monthly updates to the Board about the security programme, which includes annual audit activities, in-house and by licensees (ISO 27001, ISAE 3402, PCI-DSS, and global regulations), network security architecture, automation and governance, state-of-the-art protection of the Company's devices from malware, in-depth scanning of application code across Development teams to find security bugs and a 24x7 Security Operations Centre (SOC) team which monitors security incidents across the Company.

Compliance and responsible supply chain management

In 2023, Playtech refreshed its Group procurement policy to strengthen oversight and mitigate compliance, ethical and climate-related risks, and to ensure minimum standards are adhered to when entering joint ventures. The Company also formalised its Supplier Code of Conduct, approved by the Board, to collate Playtech's expectations on supplier conduct and seek suppliers' adherence to the Code, in light of evolving regulations and the need to meet expectations from businesses to work in a responsible ethical manner. Following the completion of the Compliance Healthcheck in 2022, Compliance continued to work closely with the Legal and Procurement functions to ensure appropriate procedures are in place, including reviewing risks arising from the supply chain and implementing mitigating actions.

Human rights

Playtech is committed to upholding the principles embodied in the Universal Declaration of Human Rights, as well as the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work. Playtech's most salient human and labour rights issues relate to employment, data protection, procurement of goods and services, and AML, specifically ensuring that individuals involved in human trafficking and slavery are not laundering their money through Playtech's operations.

In 2023, Playtech published its seventh Modern Slavery Act statement, outlining the initiatives the Company is undertaking to understand and assess potential risks of modern slavery and human trafficking, which is available at www.playtech.com.

Key areas of focus for 2023 included reinforcement of processes and procedures for managing third parties used in employment practices, including audit procedures, and strengthening supplier human rights assessments. In 2023, Playtech continued to enhance its supplier risk profile to identify sectoral risks as well as risks from their geographical location. A risk assessment matrix was used, looking at sectoral risk, country risk and spend data to prioritise next steps. The Company has reviewed 140 supplier sectoral categories and has given a human rights and modern slavery risk rating from "low" to "high" to each category. The Group has identified 71 "high" and "medium" categories as priority categories. To identify country-specific risks, the Company took account of a number of external indices in its process, including the UN Human Development Index, Freedom House's Freedom in the World Civil Liberties, the US State Department's Trafficking in Persons report, the Global Slavery Vulnerability Index and the World Bank Worldwide Governance Indicators – Regulatory Quality, with the addition of the UNICEF Child Rights Atlas – Workplace Index. Using a combination of sectoral risks, country risks and a spend threshold, we have been able to identify the most relevant suppliers we wanted to engage with to mitigate any possible risks. In 2023, this group of suppliers represented 6.3% of our total spend.

In 2023, using the insights from the human rights risk assessment, Playtech initiated its engagement with the suppliers having been flagged in a high-risk sector and located in a high-risk country through a self-assessment questionnaire to confirm that they continue to uphold the same standard as Playtech. The Company will continue its engagement and in-depth review of its internal processes to ensure any gaps are identified and corrected. In addition, Playtech's Compliance team continues to monitor human rights flags as part of its risk monitoring of third parties, including suppliers, partners and licensees. The Company reviews any cases involving human rights flags on a case-by-case basis to assess risk and actions required.



Responsible business and sustainability continued

Human capital development

At Playtech, our people are the key to our success and at the heart of what we do. We aim to nurture a family-oriented, ethical and compliant culture that is underpinned by our values as well as our commitment to equal opportunity.

To continue to successfully grow our business, we aim to attract and retain top talent in our sector. We seek to ensure that our colleagues feel valued and rewarded as well as support our people to grow and develop personally and professionally. To support and reinforce these aims, Playtech introduced a new Global People Framework. This framework sets out the Company's people strategy across all elements of the colleague journey – from recruitment and onboarding to succession planning and personal and professional development.

Within the Global HR function, a new Centre of Excellence has been established to oversee the Company's strategic human capital management functions and commitments including talent management, learning and development, diversity, equity, inclusion and belonging (DEIB) and wellbeing.

Workforce engagement

It is important for the Group that its employees feel fulfilled, are satisfied with their working environment, and have been given the right tools and guidance to develop their skills, experience and career. With the launch of the Global People Framework, several new work streams have been formed to improve employee engagement and raise awareness of Playtech's corporate strategy, support the health and wellbeing of colleagues, and increase learning and development opportunities. The strategy is continuously monitored and assessed by the HR function.

In 2022, Playtech launched its first global employee engagement survey, and utilises an employee Net Promoter Score (eNPS) approach, to measure employee satisfaction. In the first baseline exercise, the Company received a 70% response rate on overall engagement, with a score at 8.2 out of 10. Playtech had an eNPS of 54% ("I would recommend Playtech as a great place to work"). The 2023 survey results had an overall engagement score of 8.1 out of 10, with an eNPS of 41%. In 2024, we are taking steps to boost and improve our engagement plan.

During the year, the Board conducted two site visits, to our Live studios in Michigan and Latvia, to engage with our employees. The Board and the Executive Management team hosted engagement sessions with different groups of employees and presented the Group's strategic aims.

Learning and Development

In 2023, Playtech has introduced a new leadership development function and strategy. As part of this strategy, we are embedding diversity and inclusion as a core part of the development programme for current and future leaders and managers.

During the year, the Company continued its second year of its global mentorship programme. This programme matches mentors and mentees, based on individual professional development needs and aspirations. The programme has been designed to complement our performance and talent management strategy, as a long-term form of training, learning and development. In addition to the main objective of supporting professional development, the programme will enable experienced colleagues to pass knowledge on to others, enriching their role as Playtech's leaders. The programme is designed to run for 12 months, and the programme will close in mid-2024.



The programme provided me with not only personal and professional development but also a better understanding of the Company's structure and operations through the Colleague feedback on the mentorship programme."

Employee Excellence Awards and Recognition

Playtech has an annual Excellence Awards programme to celebrate the accomplishments, dedication and contributions of our colleagues around the world. These awards recognise the extraordinary achievements across eight categories, including business and commercial, technology and innovation, individual and team leadership and community impact.

This year a new category, the "Technical Champion award", was added to recognise employees who demonstrate outstanding commitment to technology skills development and implementation of technology to drive successful transformation initiatives across IT modernisation, cloud transformation, data management, security, employee productivity and customer experience. In 2023, 68 colleagues from 15 countries were recognised for their tremendous accomplishments.



Equality in the workplace

Playtech aims to foster a respectful and supportive workplace that enables every colleague to have the same opportunity regardless of backgrounds, cultures, beliefs, genders and ethnicities, or any other attributes. The Company has set out specific diversity commitments and a target to increase female representation amongst its leadership population, including Executive Management and senior management, to 35% by 2025 against a 2021 baseline, with an ultimate ambition to achieve equality in the workplace. Diversity, equity, inclusion and belonging are at the core of Playtech's strategy and we committed to:

1. promote an inclusive culture across the organisation;
2. build a more gender diverse workforce, increasing representation of gender at all levels and across all functions;
3. increase leadership representation of underrepresented groups; and
4. adopt a data-driven approach to increase workforce diversity at all levels of the organisation and across all functions.

The Board Sustainability and Public Policy Committee played and will continue to play a key role in engaging with business leaders on inclusion, challenging management to deliver against these commitments as well as monitor progress against the stated targets. The Board Diversity Policy, established in 2022, sets out its approach to ensure that diversity and inclusion is a core part of recruitment and succession planning at the Board.

To support the implementation of the strategy, the Company has refreshed its global recruitment policy, strengthening Playtech's commitment to recruit from a diverse, qualified group of candidates, thus broadening our talent pool and the Company's diversity of thought.

In 2022, the FCA finalised new rules on Board and Executive Committee diversity disclosures. For more information on Playtech's 2023 diversity disclosures, see page 113.



Raising awareness on diversity and wellbeing

As part of our global wellbeing framework, Playtech colleagues were invited to attend webinars covering a wide variety of topics from mental health and wellbeing to diversity and inclusion. In 2023, the Company partnered with external experts to deliver interesting and stimulating content. These are a few examples:

Guest speaker Emily Pattinson, a Senior Inclusion and Diversity Consultant from Inclusive Employers, hosted a webinar on "Supporting People with Disabilities" and how to help disabled colleagues in the workplace. This involved learning about what types of support a colleague with a disability may need and understanding the terminology as well as the global legal requirements.

SIX MHS held a session entitled "Let's Talk Addiction". Chair Tony Adams MBE introduced the speaker, sports journalist and writer Ian Ridely, who spoke about his own personal journey of addiction recovery.

On World Mental Health Day, Jenny Okolo, also of SIX MHS, took colleagues through an interactive session to improve their knowledge on diversity and inclusion and drive actions that promote and protect everyone's mental health as a universal human right.

To mark International Men's Day and "Movember", Dave Walsh shared his personal story of overcoming fears and challenges when diagnosed with multiple sclerosis. In a webinar entitled "Overcoming Adversity", Dave educated colleagues on how to better understand and support physical and mental wellbeing amongst men.

“

One of the most empowering sessions to date. Dave demonstrates the power of positivity.”

Colleague feedback on the "Overcoming Adversity" webinar



Responsible business and sustainability continued

Measuring progress on gender diversity

Playtech's strategy aims to foster inclusion, improve gender diversity and reduce the gender pay gap across our workforce. In 2023, Playtech saw progress against its global target to reach 35% female representation in leadership positions by 2025, reaching 30%, compared to 26% in 2022. In 2024, Playtech will continue to refine its understanding of gaps in female talent across the Group and take action to increase female retention.

The FTSE Women Leaders Review, launched in 2016 as a follow-up to the Davies Review, is an independent review body which looks at the increase in the number of women on FTSE 350 boards. In February 2024, Playtech was recognised as one of the top 10 performers in the eighth annual FTSE 350 Women Count Report. Playtech ranks ninth place and is one of the 68 FTSE 350 companies that have already met or exceeded the target for Women in Leadership ahead of the target year, with 50.5% of its leadership positions (defined as Executive Committee and direct reports) held by women.

In 2021, Playtech signed up to the All-In Diversity project, an industry-led not-for-profit initiative to benchmark diversity, equality and inclusion for the global betting and gaming sector. In 2023, All-In Diversity released its fourth report on the sector's workforce, ranking Playtech among the top 12 companies. The latest findings continue to showcase the gambling sector as an effective barometer of emerging global trends, technology and changes in society and their impact on the workplace, and we were delighted to be listed alongside many of our industry peers.

The Women in Gaming (WIG) Diversity and Inclusion Awards are aimed at recognising and celebrating the achievements of women in the industry including individuals, teams and organisations that have demonstrated exceptional commitment to promoting diversity and inclusion. In 2023, Playtech won the "Company of the Year" award, the "Excellence in Customer Service (Supplier)" award and the "Inspiration of the Year (Supplier)" award, which was won by Playtech-owned company Quickspin.

The Emerging Leaders of Gaming 40 Under 40 is a programme that recognises professionals under the age of 40 who are making a remarkable contribution to the casino gaming industry. In September 2023, the "Class of 2024" was announced in which Anastasia Kokova, Playtech's Subsidiary Director in Kyiv, Ukraine, was among the 40 honourees.

We continue to strengthen the rigour in performance management processes, including efforts to ensure that remuneration and promotion processes are fair and consistent. The key focus going into 2024 is to continue to collect and monitor our data in the UK and beyond and ensure the right behaviours in our leaders which in turn will promote a more inclusive culture and workforce.



Gender splits: The following charts illustrate the global diversity data and trends from 2021 to 2023.

● Male ● Female ● Prefer not to say

Employees (%)¹

Year	Male (%)	Female (%)	Prefer not to say (%)
2023	60.0	39.2	0.8
2022	60.6	39.4	
2021	62.7	37.3	

Senior managers (%)²

Year	Male (%)	Female (%)
2023	69.3	30.7
2022	73.8	26.2
2021	80.8	19.2

Leadership population (%)³

Year	Male (%)	Female (%)
2023	69.6	30.4
2022	74.1	25.9
2021	77.4	22.6

Directors (%)⁴

Year	Male (%)	Female (%)
2023	66.7	33.3
2022	71.4	28.6
2021	71.4	28.6

Junior managers (%)

Year	Male (%)	Female (%)	Prefer not to say (%)
2023	68.3	31.6	0.1

STEM (%)

Year	Male (%)	Female (%)	Prefer not to say (%)
2023	79.3	19.9	0.8

Revenue generating (%)

Year	Male (%)	Female (%)	Prefer not to say (%)
2023	61.0	38.5	0.5

Direct reports to the Executive Committee (%)⁵

Year	Male (%)	Female (%)
2023	47.1	52.9
2022	50.6	49.4
2021	58.7	41.3

Executive Committee (%)

Year	Male (%)	Female (%)
2023	63.6	36.4
2022	63.6	36.4
2021	70.0	30.0

1 Employees are defined as the total number of employees on the payroll on 31 December. Out of 7,957 employees, 61 preferred not to disclose their gender.

2 From 2021 onwards, senior managers are defined as the leadership population excluding any Board members (e.g. CEO, CFO).

3 Leadership population is defined as Executive Management and senior management, which includes managers with multiple departments or departments with complex and more highly technical responsibilities.

4 Directors are defined as Board Directors on 31 December.

5 Excludes administrative support staff.

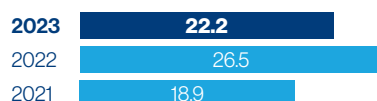
UK Gender Pay Gap data

One of the Group's priorities is to review and reduce the Gender Pay Gap (GPG) with a focus on reducing the median GPG, which is the middle pay point for males and females. The Company currently reports on the GPG in the UK. During 2023, Playtech initiated the enhancement of system capability to expand the reporting focus in other markets.

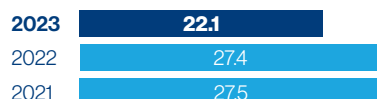
This year is the sixth anniversary of publishing UK GPG data for Playtech. The data analysis and graphical representations indicate a significant reduction of both the mean gender pay gap and the median pay gap. The mean pay gap dropped from 27.4% in 2022 to 22.1% and the median pay gap reduced to 22.2% in 2023 compared to 27.4% in 2022. This is due to the active work undertaken by our HR business partners who are responsible for providing support and advice across Playtech's business units on pay and fair and equal considerations across the different teams. However, our mean bonus gender gap has increased, from 41.1% in 2022 to 43.7% in 2023 as the Company continues to see higher representation of men in higher salaried roles. The proportion of males and females receiving a bonus has improved compared to last couple of years (63.3% males and 67.8% female in 2023 vs 64.9% males and 56.5% females in 2022 vs 80.7% males and 69.0% females in 2021) following continuous improvements to our internal processes and policies to reduce any possible bias and discrimination. Playtech acknowledges the gap remains and is committed to the necessary focus on the gender pay gap and will continue to promote a culture of diversity and inclusion.

Gender Pay Gap¹

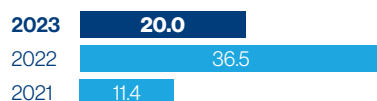
Median Gender Pay Gap (%)



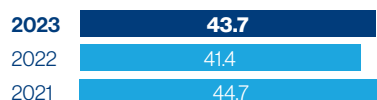
Mean Gender Pay Gap (%)



Median Gender Bonus Gap (%)



Mean Gender Bonus Gap (%)



¹ Based on UK employees only. The numbers were calculated in line with the UK Government's requirements for reporting gender pay figures and cover payroll and bonuses paid up to 5 April 2021, 5 April 2022 and 5 April 2023 respectively.

Human capital metrics

In 2023, Playtech continued to report on its global retention and turnover rates as well as the total number of new hires, split by age groups.

The table below shows the global retention and turnover figures by age groups, in 2023, we also launched the "A Players" initiative to support our talent retention strategy by identifying top talent in the organisation. Playtech's continuing investment in human capital and attractiveness of our employment proposition is evidenced by the recruitment of 3,275 new hires during 2023.

	2023	2022	2021
Global employee retention rate	63%	68%	65%
Under 30 years old	38%	66%	
30-50 years old	78%	88%	
Above 50 years old	84%	93%	
Global employee turnover rate	37%	38%	28%
Voluntary rate	35%		
Involuntary rate	65%		
Under 30 years old	54%	63%	
30-50 years old	20%	23%	
Above 50 years old	13%	15%	
Total number of new hires	3,275	3,155	2,400
Under 30 years old	72%		
30-50 years old	27%		
Above 50 years old	1%		



Responsible business and sustainability continued



Quickspin gets moving to improve health and wellbeing

For the past six years Quickspin, a Swedish game studio owned by Playtech and based in Stockholm, has been running a health and wellbeing challenge for colleagues. The “Health-a-thon” is a challenge that entails setting and meeting wellbeing targets such as managing stress, improving focus or sleep, practising mindfulness, healthy eating or taking part in a physical activity – among others – and to do this while motivating and supporting each other to achieve goals. Each year the “missions” are changed to provide stimulating new targets. Participants took part in teams and tracked their activity through an app. As a further incentive, the winning team and those individuals in first and second place were able to make a donation - funded by Playtech – to a charitable organisation.

The challenge engaged 71% of office employees with 74 people spread over 13 teams taking part. Collectively, participants took approximately 5 million steps, which is equivalent to walking 11,135 kilometres – around the distance from Stockholm to Phuket. Participants managed to complete 916 missions, meaning on average each person completed 12 challenges, improving both their own health and wellbeing, creating team spirit and positively impacting the wellbeing of others.

The team donation of 15,000 SEK went to the Soborna Ukraine charity, which provides physical and psychological support for around 220 families that have been severely impacted by the war. The top two scoring individuals were both awarded a donation of 5,000 SEK – one was made to Save the Children Sweden and the other to the World Food Programme.

Health, safety and wellbeing

The post-pandemic landscape and hybrid working practices are redefining the most productive ways for businesses to engage with their employees.

Playtech recognises the importance of employee wellbeing. In 2023, Playtech continued to implement and scale its global wellbeing framework with a focus on physical, mental, financial and social wellbeing to cultivate a culture of support for its employees. The framework aims to ensure employees have access to a suite of support, advice and networking opportunities to help them be resilient, grow and succeed at work. In 2023, Playtech rolled out more than 250 wellbeing initiatives with a focus on physical, mental, financial and social wellbeing. Over 4,300 employees participated in one or more of these sessions.

Playtech has also partnered with SIX Mental Health Services (MHS) to offer free access to private and confidential mental health and wellbeing services for employees. Their services include a network of counsellors and specialists to support individual needs and advice, through one-to-one sessions with a network of therapists, counsellors and specialists. As part of our partnership, SIX MHS has established dedicated support for our colleagues which offers access to trained mental health professionals in both local languages and in English.

Line managers have played an instrumental role in supporting the Group’s commitments to employee wellbeing, leading efforts to initiate and support team and individual wellbeing discussions as well as building awareness and breaking down stigmas about mental health, including discussions on gambling-related harm.

In August 2023, Playtech announced the official launch of its Global Benevolent Fund, an initiative to provide crucial financial support to colleagues and their immediate families who may encounter unforeseen, severe, life-changing challenges such as medical emergencies, severe illness and financial hardship. Since its inception the fund has already supported colleagues in need, covering hardships such as losing a family member and supporting long-term injuries and life-changing illnesses.

Snaitech operational health and safety

Snaitech’s business operations are unique within Playtech’s operations. The Italian operations comprise retail shops and racetracks, meaning the physical health and safety challenges are different and more material as compared with an office environment. Snaitech is committed to developing and promoting a culture of worker health and safety and is implementing a management system to ensure full compliance with local Italian legislation.

Occupational health and safety data¹

	2023	2022	2021
Total number of accidents	9	8	10
Accident ratio			
Total number of accidents/working hours x 200,000 ²	1.3	1.1	1.6
Number of days lost to accidents	310	224	266
Severity of accident index			
Total days lost for accidents/working hours x 200,000 ²	44.4	31.9	41.3
Number of days of absence ³	10,077	10,747	6,836

1 Covers Snaitech operations only.

2 200,000 is a fixed coefficient (50 working weeks x 40 hours x 100).

3 Number of days of absence in 2021 is defined as hours lost due to illness, which includes COVID-19.



Economic footprint

Playtech is headquartered in the UK, where the Parent Company, Playtech plc, is tax resident. Playtech engages in tax planning that supports its business and reflects commercial and economic activity. Playtech selects the location of its operations based on commercial and operational factors that extend well beyond tax, including: the prevailing regulatory environment available, a widely available pool of technical talent, the linguistic capabilities in these jurisdictions, the location of the Group's licensees, and labour and operational cost factors. The Group is committed to complying with all tax regulations in jurisdictions in which it operates and seeks to minimise the risk of uncertainty and disputes through proactive dialogue with the tax authorities and by obtaining third party expert advice, where appropriate.

Playtech has offices in 19 countries, with offices and commercial activities in multiple jurisdictions, with the majority of its development and technical operations in Ukraine, Estonia, Latvia, Bulgaria and Gibraltar. These locations are well known as technology hubs with a large population of highly skilled experts. The Group's presence in some markets, such as Austria, Australia and Italy, is a result of acquisitions.

Given the dynamic nature of tax rules, guidance and tax authority practice, the business is exposed to continuously evolving rules and practices governing the taxation of e-commerce and betting and gaming activities in countries in which the Group has a presence.

Such taxes may include corporate income tax, withholding taxes and indirect taxes. The Head of Tax keeps the Board and Executive Management fully informed of developments in domestic and international tax laws within jurisdictions where the Group has a presence. The Group has an appropriately qualified Tax team to manage its tax affairs.

During the year, the Board reviewed and adopted the Group's UK Tax Strategy Statement (available at www.playtech.com). The total adjusted tax charge for 2023 is €93.7 million (2022: tax credit of €54.9 million) and the effective tax rate for the current period is 37.4% (2022: 25.5%).



Responsible business and sustainability continued



Powering action for positive environmental impact







Climate change is a pressing concern for everyone, including our people, investors, governments and local communities. We recognise that urgent action is needed to substantially reduce the risks and impacts of climate change and that the Company has an important role to play in the sector and the countries and communities where it operates.

Commitments:

- Reduce Greenhouse Gas (GHG) emissions within our own operations and supply chain
- Build capability and climate resilience through decisive actions in both our own operations and supply chain
- Align to global climate efforts to transition to a low-carbon economy, in accordance with the latest climate science, and prioritise climate innovation

Targets and performance measures:

-  • Reduce Scope 1 and 2 (location-based) carbon footprint by 40% by 2025 against a 2018 baseline
-  • Track emissions reductions across our value chain
-  • Switch all offices, wherever possible, to renewable energy
-  • Secure approval of near-term and net zero targets by the Science Based Targets initiative (SBTi)

Policy and commitments

Playtech’s Group Environmental policy outlines its commitment to reduce its environmental footprint as well as to buying renewable energy and engaging suppliers to reduce their supply chain emissions. In 2023, the Company refreshed its policy to reflect its near-term and net zero commitments and targets, as we set in motion our decarbonisation plan, following Playtech’s formal commitment through the Science Based Targets initiative (SBTi). Playtech continued to focus on switching its operations to renewable energy, where possible. The Board and members of the executive management will be participating in refresher climate change training in early in 2024.

In 2023, Playtech continued its cross-functional Environment Forum chaired by the Head of Sustainability. The forum met three times during the year and its remit includes setting, co-ordinating and overseeing the strategy and response to the challenges posed by climate change. The forum drives progress against the Company’s commitment to buying renewable energy and engaging suppliers to reduce Playtech’s supply chain emissions. Its work on climate change includes reviewing the current GHG targets and strategy to ensure it aligns with the latest science on limiting the level of global warming below 1.5°C and evolving regulatory and reporting framework.



7,086 tCO₂

Scope 1 and 2 (location-based) emissions (excluding refrigerants, see page 72)

38.6%

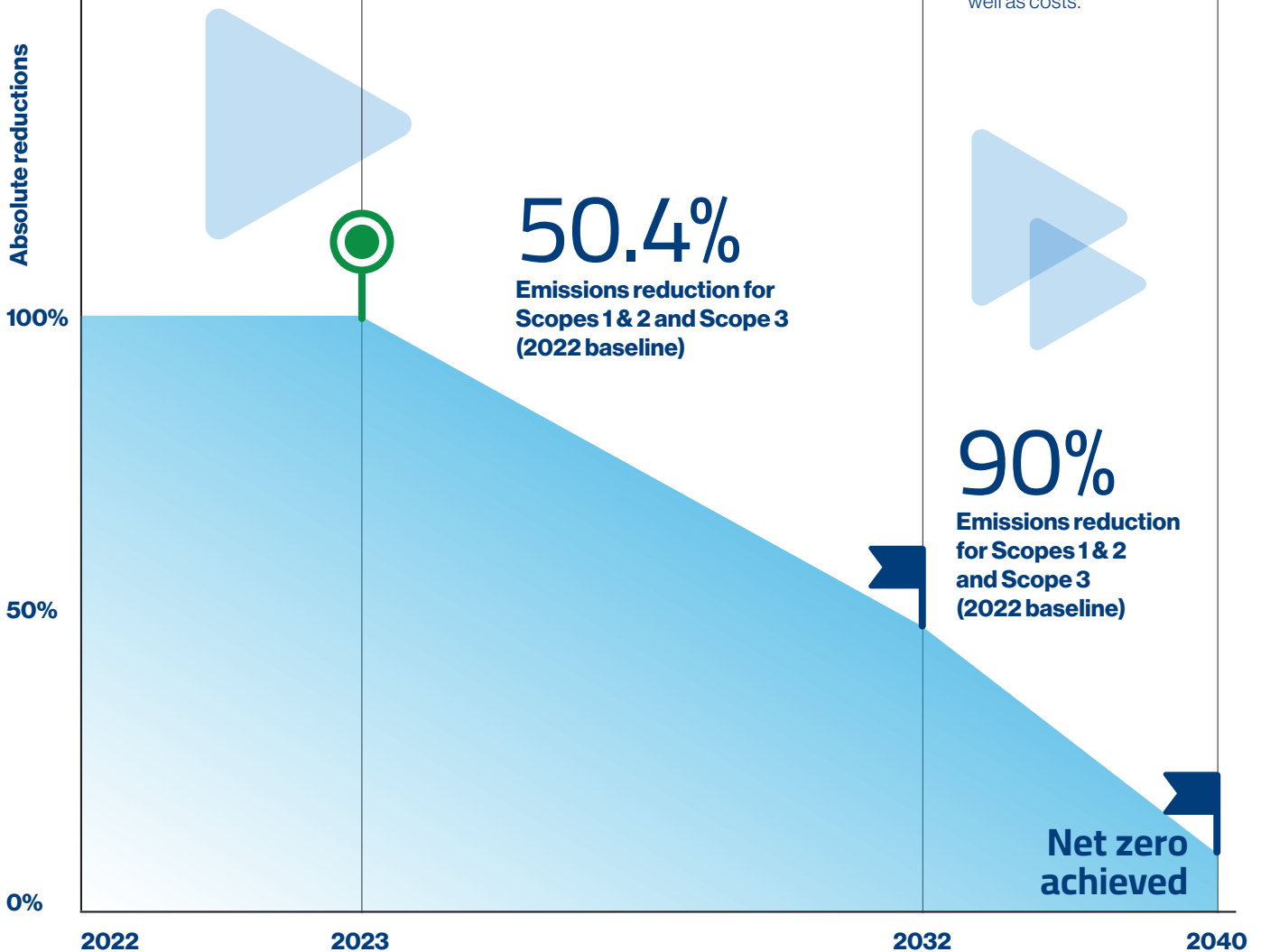
Reduction since 2018 (baseline)

Our path to net zero

- **Drove forward our transition to renewable electricity in key markets where we operate.**
- **56% of our total energy consumption coming from renewable sources.**
- **Publicly committed to setting a near-term (emissions reduction) and long-term (net zero) the Science Based Target initiative (SBTi).**

- In early 2024, the SBTi approved Playtech's near-term science-based emissions target by 2032. Playtech has also committed to set long-term emissions reduction targets with SBTi in line with reaching net zero by 2040.
- Set in motion our emissions reduction action plans for engagement with our franchises and suppliers to decarbonise, focusing on our growth driving operations.
- Establish clear energy efficiency programmes in place across our offices and obtain renewable energy certificates in our site locations, where green energy is available.

- Meet our 50.4% near-term global emissions reduction target and focus on the next phase to net zero.
- Expand our emissions reduction action plans across our operations by engaging with actors within our value chain.
- Shift our technology and infrastructure portfolio, including the use of AI, towards the reduction of carbon emissions as well as costs.





Responsible business and sustainability continued

Environment metrics

In line with the UK Streamlined Energy and Carbon Reporting Regulation (SECR) requirements for 2023, Playtech has reported its Scope 1, Scope 2 GHG emissions and energy consumption figures for the UK. During 2023, Playtech worked to strengthen the completeness of its Scope 1, 2 and 3 footprint as it prepared its submission to the SBTi. This involved investigating known exclusions to determine whether they continue to be immaterial to the overall emissions footprint:

- global exclusions: GHG emissions from the use of refrigerants (Scope 1); and
- partial exclusions:
 - GHG emissions from the treatment of waste generated in operations (Scope 3, Category 5): previous reporting only included Snaitech operations due to data availability;
 - GHG emissions from employee commuting (Scope 3, Category 7): previous reporting only included Snaitech operations due to data availability; and
 - GHG emissions from HAPPYBET franchises (Scope 3, Category 14): previous reporting only included Snaitech franchises. These number around 10,000, while there are around 100 HAPPYBET franchises.

Playtech's materiality threshold for restating previously reported data is 5%. Together, the exclusions set out above represented 5.0% of the Company's total 2022 Scope 1, 2 (location-based) and 3 footprint. However, the difference in disaggregated reported metrics is material, particularly for Scope 1 GHG emissions as the inclusion of refrigerants increases Scope 1 emissions by 143% from the reported metric in 2022.

In addition, Playtech has now also calculated its Well-To-Tank emissions in Scope 3, Categories 4, 6, 7, and 9 to improve the comprehensiveness of its Scope 3 footprint as part of its SBTi submission.

In order to aid compatibility, Playtech has restated its Scope 1, Scope 3 total and breakdown by category GHG emissions for 2022. Unfortunately, data for 2021 is not available.

In 2019, Playtech introduced a GHG emissions target to guide its energy-reduction efforts. The Company's ambition is to reduce its absolute Scope 1 and 2 (location-based) GHG emissions by 40% by 2025, using 2018 as the baseline year. This target excluded emissions from refrigerants, which had not yet been considered in 2018. Playtech's Scope 1 and 2 (location-based) emissions, excluding refrigerants, were 7,086 tonnes CO₂-equivalent (CO₂e) in 2023. This is a 38.6% reduction compared to the 2018 baseline (11,543 tonnes CO₂e).

In 2023, Playtech's total Scope 1 and 2 (location-based) emissions, including refrigerants, decreased by 0.9% compared to 2022. While Scope 1 emissions, both from energy and refrigerants, decreased by 8.9% due to a decrease in energy consumption and refrigerant usage, Scope 2, Location-based emissions increased by 3.4%. This increase in emissions is explained mainly by the increasing emission intensity of the electricity grids in the countries where the Company operates, which averaged 5.1% (weighted by total electricity consumption per country) in 2023. While Playtech cannot influence the electricity grid intensity in the countries where it operates, it can influence its own energy consumption. Total energy consumption decreased by 3.4% compared to 2022. This was achieved by a combination of energy saving measures, supported by environmental specialists and a central fund for energy reduction projects. Playtech will redouble

these efforts in 2023, in pursuit of its target. Normalised per Full-Time Equivalent (FTE) employees, total Scope 1 and 2 (location-based) emissions including refrigerants decreased by 11.3% due to an increase in headcount by 12.1%.

During 2023, Playtech continued to its transition to renewable electricity in the key markets where the Company operates. This has resulted in 57.2% of the Company's total energy consumption now coming from renewable sources, backed up by energy attribute certificates, up from 56.4% in 2022.

Playtech recognises the environmental impact across its global value chain. The Company therefore conducts an annual Scope 3 footprint. In the process, the Group has followed the GHG protocol guidance to calculate those emissions, based on a combination of financial and actual supplier data. The Company is committed to increasing engagement with key suppliers on their emissions and gathering more actual data to continuously improve the accuracy of Scope 3 figures in future years. As part of this annual exercise, Playtech determines which of the 15 categories listed by the GHG Protocol Corporate Value Chain (Scope 3) Standard are relevant to the Company and therefore should be included in its Scope 3 footprint. Thirteen out of the fifteen categories were identified as being relevant to the Company and two were not relevant for Playtech. All relevant categories have been calculated.

Playtech's Scope 3 GHG emissions are over 90% of its total carbon footprint and out of the 15 Scope 3 categories, the Company's top three material categories are "products and services", "capital goods" and "franchises".

The consumption of water across the Playtech Group decreased by 23.3% in 2023, of which the racetracks saw a 28.8% decrease in water consumption. Playtech continues to manage and report on waste produced for Playtech's Italian operations, Snaitech. Snaitech runs a retail operation and three racetracks, which means the environmental impact profile is different from the rest of the Company's markets. In 2023, Snaitech's total non-hazardous waste production increased by 10.9%. The volume that is reused or recycled increased by 11.0%, while the volume sent to landfill has decreased to 0.01 tonnes compared to 5.69 tonnes in 2022.

External assurance and benchmarking

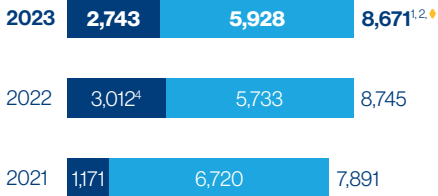
We engaged PricewaterhouseCoopers LLP ('PwC') to undertake a limited assurance engagement, reporting to Playtech plc only, using the International Standard on Assurance Engagements ('ISAE') 3000 (Revised): 'Assurance Engagements Other Than Audits or Reviews of Historical Financial Information' and ISAE 3410: 'Assurance Engagements on Greenhouse Gas Statements' over Playtech's 2023 GHG reporting (Scope 1 emissions, Scope 2 (location-based) emissions, Scope 2 (market-based), Scope 1 & 2 intensity per FTE employee and Scope 3, Categories 1, 2, 3, and 14). The assured data can be found in the Responsible Business and Sustainability Addendum to the Annual Report 2023. PwC has provided an unqualified opinion in relation to the relevant KPIs and data and their full assurance opinion is available on the Playtech website, www.investors.playtech.com/sustainability. Non-financial performance information, including greenhouse gas quantification in particular, is subject to more inherent limitations than financial information. It is important to read the selected GHG information contained in the Responsible Business and Sustainability Addendum to the Annual Report 2023 in the context of PwC's full limited assurance opinion and the reporting criteria found within the reporting methodology section of the Responsible Business and Sustainability Addendum to the Annual Report 2023, which are also available on the Playtech website, www.investors.playtech.com/sustainability.



Environment metrics

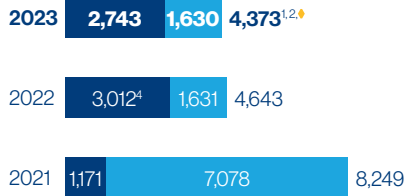
Global Scope 1 and 2 GHG emissions (location-based)

- Global Scope 1 (tonnes CO₂e)
- Global Scope 2 (location-based) (tonnes CO₂e)



Global Scope 1 and 2 GHG emissions (market-based)

- Global Scope 1 (tonnes CO₂e)
- Global Scope 2 (market-based) (tonnes CO₂e)



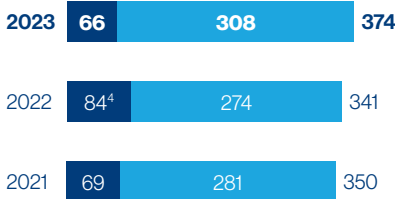
Playtech's total carbon footprint (in 2023)³

- Global Scope 1: 2,743 tCO₂e
- Global Scope 2 (market-based): 1,630 tCO₂e
- Global Scope 3: 106,641 tCO₂e



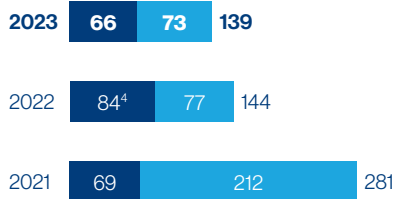
UK Scope 1 and 2 GHG emissions (location-based)^{1,2}

- UK Scope 1 (tonnes CO₂e)
- UK Scope 2 (location-based) (tonnes CO₂e)



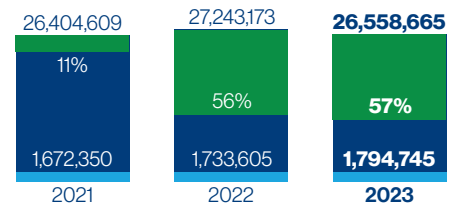
UK Scope 1 and 2 GHG emissions (market-based)^{1,2}

- UK Scope 1 (tonnes CO₂e)
- UK Scope 2 (market-based) (tonnes CO₂e)



Global and UK energy consumption^{1,2}

- Global total energy consumption (kWh)
- UK total energy consumption (kWh)
- From renewable sources (%)

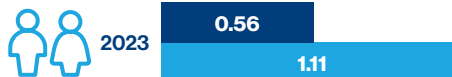


♦ Indicates data extracted from the Responsible Business and Sustainability Addendum to the Annual Report 2023 where it has been subject to independent limited assurance by PricewaterhouseCoopers LLP (PwC). The full assurance statement over 2023 data can be found at www.investors.playtech.com/sustainability. The data for previous years, where assured, is detailed in the respective Annual Reports.

- 2023 absolute data is an estimate based on 99.0% actual data coverage by headcount. Coverage has been above 99% for all three years.
- Due to reporting timelines, data for November and December 2023 has been estimated using November and December 2022 actual data, except for sites where actual 2023 data was already available. This is the same methodology that was applied for all three years.
- Detailed breakdown on the Scope 3 categories, including calculation methods and scope, can be found in the Responsible Business and Sustainability Addendum to the Annual Report 2023.
- Restated to include fugitive emissions from refrigerant usage.

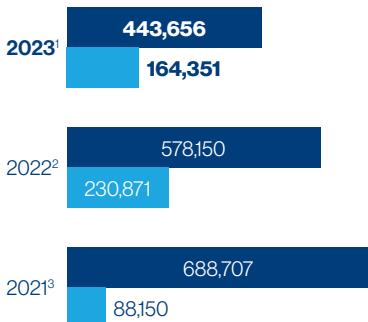
Intensity

- Scope 1 and 2 (market-based) GHG intensity
- Scope 1 and 2 (location-based) GHG intensity[♦]



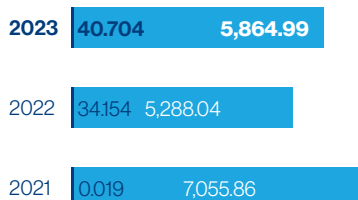
Global water consumption

- Total water consumption (m³)
- Water consumption for watering racetracks (m³)



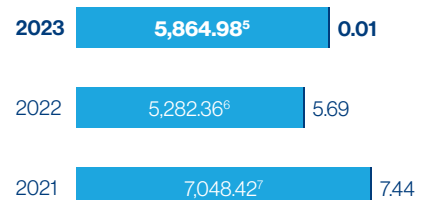
Total waste produced⁴

- Hazardous waste (tonnes)
- Total waste produced (tonnes)



Waste production by treatment⁴

- Sent to landfill (tonnes)
- Reused or recycled (tonnes)



- Estimate based on 75% actual data coverage by headcount.
- Estimate based on 78% actual data coverage by headcount.
- Estimate based on 73% actual data coverage by headcount.

- Data covering Snaitech operations only. Actual data based on 100% actual data coverage by headcount.
- This figure is split between racetracks (manure/by-product of animal origin – 5,300), racetracks (other – 378), and offices (186).

- This figure is split between racetracks (manure/by-product of animal origin – 4,292), racetracks (other – 779) and offices (2012).
- This figure is split between racetracks (manure/by-product of animal origin – 6,946), racetracks (other – 358) and offices (195).



Responsible business and sustainability continued

A partnership with Hubbub to empower employees on taking positive environmental action

Sustainability Listening Project: Report Highlights

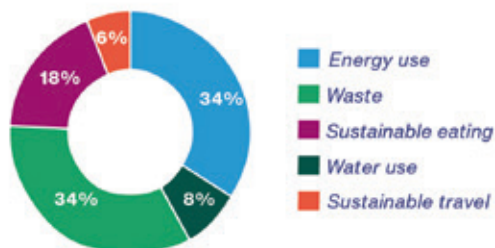
Over 400 colleagues took part!

Playtech colleagues already...



Future aspirations

Colleagues are most interested in adopting actions related to...



8 in 10 colleagues want Playtech to support them to live more sustainably



75% are proud to work for an employer that is prioritising sustainability

So what?

How can Playtech make sustainable living easy, accessible & fun for colleagues all around the world in a way that also aligns with its sustainability goals?

- Establish sustainability as a core part of company DNA
- Lead by example
- Harness the power of offices and teams
- Identifying and introducing quick wins
- Get into the detail
- Improvements to physical and mental health

In 2023, Playtech teamed up with Hubbub, an award-winning environmental charity designing creative campaigns to inspire sustainable and practical actions. Playtech is proud to be part of Hubbub's growing network of over 2,300 organisations, from international businesses to community groups. Through these partnerships, Hubbub has already delivered over 100 campaigns and inspired over 800,000 people to take action to protect the environment around them.

Playtech's one-year partnership with Hubbub includes four campaigns, each with a different focus, but all geared towards making colleagues better stewards of the environment at home, at work and in their communities.

We kicked off the partnership with Playtech's "Sustainability Listening Project", a study of Playtech colleagues' behaviours and aspirations around sustainable living. Over 400 colleagues took part, with eight in ten stating they wanted Playtech to support them in living more sustainably and to provide tips on energy usage both at work and at home, and 75% stating they are proud to work for an employer that is prioritising sustainability.

The second campaign was Playtech's "Global Tech Check", a three-week Company-wide effort to tackle the fastest growing waste stream in the world, electronic waste. Playtech colleagues globally committed to reduce electronic waste by recycling their

non-working technical items and donating working devices to people who need them. Over four weeks 581 items were collected – 482 for recycling in an effort to keep harmful toxins out of landfill and 99 working devices for rehoming.

In response to the Playtech community's wish to know more about saving energy, Hubbub designed an educational campaign called "Power Down, Save Up" to help colleagues save energy and money during the winter. We launched the campaign in November with an interactive online workshop to provide an overview of what Playtech is doing as a company to reduce energy usage, as well as tips and tricks from Hubbub to dial down personal energy use and save money. The fourth campaign will be rolled out in spring 2024.

"Colleagues are the bedrock of corporate sustainability – showing how much change is possible when people come together – and it's been brilliant to see so many Playtech colleagues getting involved in environmental action throughout 2023. From speaking up and sharing ideas to inform the sustainability strategy, to donating tech to fight e-waste, and dialling down energy to save carbon... we've been amazed by the engagement and involvement."

Natasha Gammell
Creative Partner at Hubbub



TCFD statement

Playtech has embraced the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), a framework that allows it to report consistently on the opportunities and challenges presented by climate change and provide information on how these might impact strategy and financial performance. Our approach in this area is evolving in line with developing best practice.

This section sets out Playtech’s climate-related financial disclosures, current approach and future plans, consistent with all of the Task Force on Climate-related Financial Disclosures (TCFD) recommended disclosures, in compliance with the Financial Conduct Authority (FCA) Listing Rule 9.8.6R(8) and Companies Act Climate-related Financial Disclosure (CFD) requirements. In the following statement, we outline our compliance with all the elements of the TCFD, including the four TCFD recommendations and the 11 recommended disclosures.

Governance (CFD a)

Current approach

In 2021, Playtech’s Board of Directors officially formed a Sustainability and Public Policy Board Committee with the first meeting in November 2021. Since then, this Committee has set the agenda and monitored the implementation of the responsible business and sustainability strategy.

The Sustainability and Public Policy Committee of the Board has responsibility for overseeing sustainability – including climate-related matters – and reviewing the strategies, policies and performance of the Playtech Group. In 2023, the Committee held four meetings and considers the climate change aspects of business plans,

internal resourcing, expansion and disposal of activities, and capital expenditure. Oversight of climate-related risks, opportunities and strategy sits with this Committee. This Committee will continue to meet quarterly and review climate-related issues as part of the standing agenda. The Chair of the Committee serves as the Board-level champion on these topics and reports to the Board on climate-related issues annually.

The Risk and Compliance Board Committee also reports to the Board on climate-related issues annually.

The frequency with which the full Board considers climate-related risks and opportunities was agreed in 2022 with these matters now discussed biannually.





Responsible business and sustainability continued

Governance (CFD a) continued

Current approach continued

Each member of the Sustainability and Public Policy Committee received training covering ESG and regulatory developments (page 61). In 2022, the Board participated in a detailed climate tutorial covering the physical science basis and regulatory, investor and corporate trends, delivered by external advisers specialised in sustainability.

In 2022, Playtech appointed a Chief Sustainability and Corporate Affairs Officer, who is a member of the Company's Executive Management Committee, and attends the Sustainability and Public Policy Board Committee. The Sustainability function sits within the Corporate Affairs and Sustainability function and holds the day-to-day responsibility and oversight of regulatory compliance and responsible business, along with the Regulatory Affairs and Compliance function. The Chief Compliance Officer is also a member of the Executive Management Committee and attends the Risk and Compliance and Sustainability and Public Policy Board Committees.

Playtech has a cross-functional Environment Forum which is chaired by the Head of Sustainability, who reports into the Chief Sustainability and Corporate Affairs Officer. This Forum is attended by senior representatives from Audit; Risk; the Chief Operating Officer's office; Infrastructure and Technology; Investor Relations; Procurement; Site Operations; and other functions. It meets quarterly to:

- develop, review and update Playtech's climate policies and targets as necessary;
- identify climate risks and opportunities and develop risk management strategies;
- review and define actions to comply with evolving regulatory reporting requirements and voluntary reporting frameworks; and
- allocate the annual environmental budget.

Playtech's governance structure for climate-related risks and opportunities is summarised in the graphic opposite. External ESG consultants support the Environment Forum, Head of Sustainability, CSO, and are periodically invited to join meetings of the Sustainability and Public Policy Committee of the Board as well as the full Board.

Future plans

The full Board will continue to receive training on climate change as part of wider sustainability training that will provide information on the latest climate science and how the public policy agenda is developing in this area. Playtech will continue to review and, if necessary, adapt the Group's governance process to ensure alignment with emerging good practice.

→ Read more on training on [page 61](#)

Strategy (CFD b)

Current approach

Playtech has identified various climate-related risks and opportunities following the scenario analysis exercise that was completed in 2021 and updated in 2022. Playtech quantified their impact where possible and has expanded the number of risks and opportunities that were quantified in 2023. Playtech reviews its business strategy resilience and management approach for each identified risk or opportunity annually.

During 2023, Playtech has also developed a net zero roadmap in support of its commitment to near-term Science-Based Targets and long-term net zero target. By implementing this roadmap, the Company aims to reduce its exposure to climate-related transition risks and strengthen its ability to capture opportunities.

Future plans

Playtech plans to undertake a further scenario exercise in 2024 to take into account the latest climate science transition pathways and internal business information. Playtech also intends to continue to monitor external tools and the latest climate science to assess the physical and transition risks associated with climate change and report on how this has guided our strategy in future reports.

→ Read more on:
Scenario analysis and climate-related risks and opportunities on [pages 78 to 81](#)
Risk management, principal risks and uncertainties on [pages 95 to 100](#)
Net zero roadmap on [page 71](#)

Risk management (CFD c)

Current approach

The Board is responsible for determining the nature and extent of the significant risks it is willing to accept in achieving its long-term strategic objectives. Through its role in monitoring the ongoing risks across the business, the Risk and Compliance Committee advises the Board on current and future risk strategies. The primary responsibilities delegated to, and discharged by, the Risk and Compliance Committee include:

- reviewing management's identification and mitigation of key risks to the achievement of the Company's objectives;
- monitoring incidents and remedial activity;
- agreeing and monitoring the risk assessment programme including, in particular, changes to the regulation of online gambling and the assessment of licensees' suitability;
- reviewing and assessing climate-related risks in the context of Group-wide risk;
- agreeing on behalf of the Board and continually reviewing the risk management strategy and relevant policies for the Group;
- satisfying itself and reporting to the Board that the structures, processes and responsibilities for identifying and managing risks are adequate; and
- monitoring and procuring ongoing compliance with the conditions of the regulatory licences held by the Group.

Climate-related risks are identified through various channels including quarterly Environment Forum meetings and the climate scenario analysis exercise completed in 2021 and updated in 2022.

Presentations for these meetings include reviews of current national climate policies in the key markets where Playtech operates. The identified risks are assessed by the Head of Sustainability with support from external sustainability advisers and the relevant functions within Playtech. The Head of Sustainability is responsible for updating the Group Internal Audit and Risk function on climate-related risks, which includes a description of the risk, risk categorisation, type, impact and likelihood, mitigation and validity. This information is approved by the Company's Director of Internal Audit and Risk.

All types of climate-related risks and opportunities are considered through the above process, including transition risks (policy and legal, technology, market and reputation); physical risks (acute and chronic); and opportunities (resource efficiency, energy source, products/services, markets and resilience).

The Head of Sustainability is responsible for co-ordinating the management of climate-related risks across Playtech's business. This includes setting the Company's climate strategy, which includes its GHG reduction targets, Environment Policy, collecting and analysing environmental data to identify hotspots, defining and agreeing reduction plans and engaging country leadership teams and key asset managers.

Playtech began assessing climate-related risks and opportunities specifically in 2020 and completed its first scenario analysis in 2021. In 2022, the Company adopted a more systematic approach to reviewing, updating and monitoring climate risks as governance and management processes were further embedded and matured.

The Company's focus was also on shifting sites to renewable electricity where possible and starting to engage with the Company's Procurement function, including through a climate change due diligence questionnaire for new suppliers. Additionally, the Company incorporated climate change into its consideration of risk and viability for the business as a whole.

Climate-related risks are considered as part of the overall risk process. The Group Internal Audit and Risk function collects information on risks from stakeholders across the business, which is then presented to the Group Risk Management Committee (Executive Management Committee) and Board Risk and Compliance Committee (Board Committee).

Climate-related risks are monitored as part of the sustainability strategy and Compliance and Regulatory Affairs risk processes. The Sustainability and Public Policy Committee of the Board feeds into the identification, assessment and management of climate-related risks, which are integrated into the Group risk process by the Head of Sustainability.

→ Read more on:
Scenario analysis and climate-related risks and opportunities on [pages 78 to 81](#)
Risk management, principal risks and uncertainties on [pages 95 to 100](#)

Metrics and targets (CFD g & h)

Current approach

In 2021, Playtech started to quantify the financial impact of climate-related risks.

In 2022, Playtech strengthened the methodology and approach around quantification of climate-related risks and broadened the number of quantified risks and opportunities. This work has continued in 2023, with further risks and opportunities being quantified. This has provided the Company with a clearer understanding of the nature and scale of the challenges it faces.

Playtech has disclosed its Scope 1 and 2 (location-based) emissions annually in the Environment section of the Annual Report and to CDP. The Company started disclosing Scope 2 (market-based) and Scope 3 emissions in 2021. Playtech continues to disclose this information in this report.

Playtech has set a target to reduce its absolute Scope 1 and 2 (location-based) GHG emissions by 40% by 2025 from a 2018 baseline. Progress is monitored annually as part of the year-end Non-Financial Reporting process and captured in the Global Sustainability Scorecard.

In 2021, Playtech carried out its first Scope 3 footprint and calculated market-based Scope 2 emissions, which were prerequisites for setting a science-based target (SBT) – that is, an emissions reduction target that aligns with the latest climate science.

In 2022, Playtech publicly committed to setting a near-term (emissions reduction) and long-term (net zero) SBT, to be validated by the SBTi. The Company submitted its target for validation in 2023 and is currently going through the validation process with SBTi. In early 2024, the SBTi approved Playtech's near term science-based emissions target, a 50.4% reduction in its scope 1 and 2 and scope 3 emissions by 2032. Playtech has also committed to set long-term emissions reduction targets with SBTi in line with reaching net zero by 2040.

Future plans

We will continue to refine our approach to quantification of climate risk. We will also look to develop a suite of indicators beyond tracking our own Scope 1, 2 and 3 GHG emissions that will provide the Board and senior management with a view of how those risks impact the delivery of our strategy over the short, medium and long term.

→ Read more on:
Scenario analysis and climate-related risks and opportunities on [pages 78 to 81](#)
Scope 1, 2 and 3 emissions on [pages 72 and 73](#)
Group Sustainability Scorecard on [page 54 and 55](#)





Responsible business and sustainability continued

Scenario analysis and climate-related risks and opportunities

In 2022, Playtech conducted its second scenario analysis, building on the extensive scenario analysis conducted in 2021. The scenarios used in 2021 were updated based on the latest information from the Intergovernmental Panel on Climate Change (IPCC) and International Energy Agency (IEA). Three workshops were held with Subject-Matter Experts from across the different business units and countries where Playtech operates to consider the outcomes from the 2021 analysis and identify any changes. The Company was again supported by Carnstone, a management consultancy specialised in sustainability and ESG. The outputs of this work were reviewed in 2023 and are considered to still be representative for Playtech.

Playtech’s scenarios and the external scenarios that fed into Playtech’s scenarios are summarised in the table below and comply with the TCFD guidelines to use a range of scenarios that provide a reasonable diversity of potential future climate states, including a 2°C or lower scenario. Playtech selected a 1.5°C scenario because that is the level of global warming that is considered “safe” by climate scientists and is the level of warming the global community is aiming to achieve by 2100; a 2°C scenario because this is considered a more likely outcome considering the scale of the challenge to limit global warming to 1.5°C; and a 3°C scenario as a reasonable worst case scenario, assuming no new policies are announced to further limit global warming. The scenarios draw on the IPCC’s Representative Concentration Pathways (RCPs) and Shared Socioeconomic Pathways (SSPs); the IEA’s World Energy Outlook scenarios; and the Principles for Responsible Investment’s (PRI’s) Inevitable Policy Response (IPR) scenarios. Because scenarios are models of the future and not precise predictions, the scenarios refer to global warming outcomes and the path towards those outcomes on a decadal level. The scenarios use a mix of qualitative and quantitative information and were applied through three lenses: Operations (key markets and assets); Supply Chain; and Customers and Consumers. As Playtech is a global company with assets in 20 markets, the scenarios considered both global climate impacts and specific local impacts in its key markets.

Climate-related risks are regularly monitored by the executive cross-functional Environment Forum, the Sustainability and Public Policy Committee of the Board, as well as the Risk and Compliance Committee of the Board. They are also considered as part of the Risk and Compliance Committee’s biannual review of risks across the Group.

	1.5°C scenario	2°C scenario	3°C scenario	
Playtech's scenarios	Summary: physical aspects	Increase in heatwaves, extreme weather events (precipitation, droughts, storms), floods, species extinctions and wildfires over current conditions, but slow and broadly manageable across most geographies.	Increase in heatwaves, extreme weather events and wildfires which reach unmanageable levels in some geographies by the 2040s. Water availability for agriculture, hydropower and human settlements severely diminished from the 2040s. High flood damages. Significant adaptation necessary and frequent disruption expected.	Various areas of the world become uninhabitable due to intense heatwaves, droughts, or combinations of both. Heavy precipitation events, and longer and more intense wildfire seasons covering more areas of the globe lead to a constant state of disruption. Floods cause widespread disruption, including to coastal infrastructure such as ports. Species extinctions and severe water shortages prevent the production of key commodities including foods. By 2100, sea level rise is becoming a problem for low-lying coastal areas.
	Summary: transition aspects	Significant, rapid and disruptive policy change across carbon pricing, energy, transport, buildings and deforestation. Rapid phase-out of fossil fuels in the 2030s and 2040s. Every policy decision has a climate angle. Global GHG emissions peak by 2025 and reach net zero by the early 2050s.	New policies are implemented over current levels, in a slow and inconsistent manner. Carbon prices and other limits on emissions are implemented but the cost of emitting grows in a slow and steady manner. The electrification of transport and buildings does not pick up much pace. Global GHG emissions peak in the 2020s and reach net zero in the 2070s.	Climate policies are maintained at current levels, with major economies reducing emissions gradually over the next 30 years and reach net zero around 2050. New technologies are not deployed as fast as predicted, and the world remains reliant on fossil fuels with widespread use of Carbon Capture & Storage (CCS) by the second half of the century. Globally, GHG emissions continue to rise.
External scenarios	IPCC Scenarios	RCP2.6/SSP1	RCP4.5/SSP2	RCP6.0/SSP5
	IEA Scenarios	Sustainable Development	New Policies	Current Policies
	Other Scenarios	PRI IPR: 1.5°C Required Policy Scenario	PRI IPR: Forecast Policy Scenario	
	Other data sources	Climate Analytics, Climate Impact Explorer; Climate Interactive, EN-ROADS Climate Change Solutions Simulator; Network for Greening the Financial System, Climate Scenarios Phase 2; World Bank, Climate Knowledge Portal and World Resources Institute, Aqueduct Water Risk Atlas		

Playtech routinely monitors the status of climate regulation in its key markets to ensure that its GHG reduction targets keep pace with regulatory changes.



The risks and opportunities that were identified as part of the climate scenario analysis are summarised in the table below. The Company defines short term as <one year; medium term as one to five years; and long term as >five years.

Therefore, very high impacts are impacts aligned with the Group materiality as set out in the Independent Auditor’s Report on page 158. The Company attempted to calculate the financial impact of each risk and opportunity. For some, however, this was not yet possible due to a lack of data. Playtech will aim to increase the number of risks and opportunities for which impacts were quantified year on year as more data becomes available. For the risks and opportunities where the financial impact was determined and quantified, it was calculated based on a combination of projections on the physical impacts of climate on specific locations, projections on the societal responses to certain future climate states, both from reputable data sources described in the Climate scenarios and sources table and information gathered from within the business.

These quantifications were conducted across 2021 and 2022 for the most part, with the exception of the risk related to water stress, the risk related to disruption to supply chains of IT equipment, and the risk related to employee productivity, which were quantified in 2023. Playtech remains committed to update its scenario analysis, and quantification of the identified risks and opportunities, at least every three years in line with the TCFD recommendations.

The outcomes of the climate scenario analysis are reflected in the risk register on pages 97 to 100. The management approaches identified for likely risks and opportunities are being explored, such as investment in renewable energy generation at key assets. Going forward, Playtech will continue to update its scenario analysis on an annual basis as more information becomes available on the possible climate futures that humanity faces and their impacts on business. The results of these exercises will be reported to the Board at least annually through the Sustainability and Public Policy Committee.

Key



L Low: <€1m
 M Medium: €1m – €5m
 H High: €5m – €10m
 V Very high: >€10m
 N Not yet quantified
● Denotes potential positive financial impact
 ● Denotes potential negative financial impact








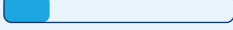


Physical risks

TCFD category	Description	Applicable scenario(s)	Time horizon	Materiality	Management approach
Acute	Cancellation of sports events due to high temperatures or extreme weather events. Likelihood: <input type="range" value="20"/> Impact: Loss of revenue and/or higher operating costs.	1.5°C	Medium- and long-term	L	Move to night time events, which would result in higher operating costs due to the necessary lighting. Invest in the most energy-efficient lighting available and/or on-site renewables. Renew racetracks with more resilient all-weather surfaces.
		2°C		L	
		3°C		L	
Acute	Water stress causing disruption to horse racetracks and third-party data centres. Likelihood: <input type="range" value="20"/> Impact: Higher operating costs and temporary disruption to operations.	2°C	Medium- and long-term	L	IT function risk assess and stress test data centres, based on age, location and in-person visits. Invest in water efficient equipment, rainwater treatment and storage facilities, and water-saving measures. Renew racetracks with more resilient all-weather surfaces.
		3°C		L	
Chronic	Higher energy costs to cool buildings, including third-party data centres, Live studios and offices due to higher temperatures. Likelihood: <input type="range" value="70"/> Impact: Higher operating costs.	1.5°C	Short-, medium- and long-term	L	Invest in energy-saving measures and on-site renewables.
		2°C		L	
		3°C		L	
Acute	Reduced employee productivity and ability to commute during heatwaves. Likelihood: <input type="range" value="10"/> Impact: Disruption to operations and higher operating costs.	1.5°C	Medium- and long-term	L	Playtech already has a strong hybrid working culture and demonstrated an ability to perform while large parts of the business were fully working from home during the COVID-19 pandemic. Emergency air-conditioned transport could also be offered to employees where working from home is not an option (for example dealers in Live studios). Increase budgets to support employee benefits, if necessary.
		2°C		M	
		3°C		M	



Responsible business and sustainability continued

Physical risks continued

TCFD category	Description	Applicable scenario(s)	Time horizon	Materiality	Management approach
 Acute	<p>Disruption to supply chains of key IT equipment due to extreme weather events. Force majeure clauses being used more, making it more difficult to be nimble.</p> <p>Likelihood: </p> <p>Impact: Disruption to operations.</p>	1.5°C 2°C 3°C	Medium and long term	L L L	Key business units are already stocking up on hardware and components to ensure business continuity and building price premiums for priority delivery into budgets. In addition, investment in the capacity to quickly relocate stocks where needed.
 Chronic	<p>Temporary or permanent closure, or investment in adaptation, of owned assets and third-party data centres due to unsuitability for climate impacts.</p> <p>Likelihood: </p> <p>Impact: Higher capital investment, write-off of assets and higher operating costs.</p>	2°C 3°C	Long term	L L	<p>When expanding into new markets or planning new assets, the resilience of those locations to the impacts of climate change will need to be taken into account. Feasibility studies on the adaptability of current buildings for projected climate impacts. Maintenance and periodic update of business continuity plans.</p> <p>Risk assess and stress test data centres, based on age, location and in-person visits.</p>
 Chronic	<p>Higher employee-related costs due to inflationary pressures from climate change and health impacts.</p> <p>Likelihood: </p> <p>Impact: Higher operating costs.</p>	3°C	Long term	V	Monitor and adapt employee-related budgets as necessary.
 Chronic	<p>Global economic, political, and societal instability, for example due to migration, unavailability of key life goods, culture change.</p> <p>Likelihood: </p> <p>Impact: Disruption of operations and higher taxation.</p>	2°C 3°C	Long term	N N	Monitor the business and political climate in key markets on an ongoing basis.
 Chronic	<p>Extreme weather events and sea level rise would lead to high investment required to keep vulnerable assets operational, including the Italian retail network and Live studios in North and South America, including in New Jersey.</p> <p>Likelihood: </p> <p>Impact: Higher capital investment, write-off of assets and disruption to operations.</p>	3°C	Long term	N	Factor future investment into financial planning. Consider future suitability of locations when expanding. Invest in flood defences where possible or absorb costs of relocation where not.

Transitional risks and opportunities

TCFD category	Description	Applicable scenario(s)	Time horizon	Materiality	Management approach
 Policy and Legal	Carbon taxes could pose an additional cost to the business and limit high-emissions activities such as flying, which would lead to a need to recruit expertise locally. Likelihood: <input type="range" value="75"/> Impact: Higher operating costs.	1.5°C	Medium term	V	Set and review emissions reduction targets. Expand local recruitment networks and invest in local talent pools. Relocate employees.
		2°C		V	
 Market	As the impacts of climate change disrupt key commodity supply chains and agricultural production, the cost of living is expected to rise. This would lead to consumers having less disposable income and would lead to lower revenue for the consumer-facing business. Likelihood: <input type="range" value="30"/> Impact: Loss of revenue.	2°C	Long term	V	Monitor the situation and maintain capacity to supply increases in demand.
		3°C		V	
 Market*	As heatwaves, extreme weather events and wildfires force consumers to stay home for periods of the year, there may be growth in online gambling. This presents a risk to business units that depend on physical gambling activities, and an opportunity to business units that focus on online gambling activities. Likelihood: <input type="range" value="40"/> Impact: Decrease or increase in revenue, depending on the business unit.	2°C	Long term	N	Monitor the situation and maintain capacity to supply increases in demand. Shift business units which mainly rely on physical gambling activities to offer online products.
		3°C		N	
 Products and Services	If casinos are forced to relocate due to the physical effects of climate change, this could lead to increased demand for products used by casinos produced by Intelligent Gaming Solutions. Likelihood: <input type="range" value="10"/> Impact: Increase in revenue.	3°C	Long term	L	Monitor the situation and maintain capacity to supply increases in demand.
 Markets	If large parts of the tropics and Southern Europe become less desirable to live in due to the effects of climate change in these regions, it could lead to increased attractiveness of key cities in the Northern hemisphere where Playtech has large operational footprints, such as Riga and London. Likelihood: <input type="range" value="40"/> Impact: Increase in attractiveness to prospective employees.	3°C	Long term	N	Monitor the situation and maintain and expand, if necessary, operations in more attractive locations.

* Depending on the business unit: it's a risk for business units dependent on physical gambling activities and an opportunity for business units dependent on online gambling activities.



Responsible business and sustainability continued



Partnering on shared societal challenges

Playtech is committed to making a positive impact on society and in local communities, where it operates. By working with subject matter experts, academic partners and charity organisations, we aim to help people live healthier lives online and support a wide range of charitable and volunteering activities. We recognise that the challenges facing the sector and our communities cannot be solved by one organisation alone, and that driving positive social change requires collaboration and partnership.

Commitments:

- Help people live healthier online lives and adopt digital resilience and safer gambling behaviours
- Contribute to and support research, education and treatment to prevent, reduce and address gambling-related harm
- Empower local community groups to deliver a positive impact

Targets and performance measures:



• Reach 415,000 people with digital wellbeing programmes by 2025



• Engage 30,000 people in community and mental health programmes to improve livelihoods by 2025



• Strive for 5% year-on-year increase in employees' contributions (skills, time or money), reaching a global average of 10% by 2025

Our approach

A guiding principle for Playtech's philanthropic and volunteering activities is collaboration through partnerships. Playtech's social impact efforts focus on a wide range of themes, including mental health, digital wellbeing and safer gambling, as well as humanitarian causes, and supporting colleagues and communities in crisis.

At Playtech, we recognise the significance of addressing the concerns that matter most to our stakeholders and industry. One of the most material areas of focus is how best to reduce gambling-related harm and promote positive digital wellbeing. The delivery of our healthy online lives and digital wellbeing programme displays our commitment to finding solutions and making a meaningful impact within the industry.

Our Global Community Investment Programme is designed to support causes that are pertinent in the local markets where we operate. Around the world, Playtech supports and encourages employees to contribute their time, skills, money and, most importantly, passion to make a positive social impact in their communities. By building a strong and enduring network with local charities and social enterprises, Playtech explores how to positively contribute to societal challenges.

Playtech's Global Community Investment Committee is comprised of senior management, who oversee and monitor the strategy and governance of the philanthropic and volunteering activities across the Group. Local offices have established and formalised charity committees to oversee and drive community investment activity.

>680,000

People reached, directly and indirectly, with digital wellbeing programmes

>£1,300,000

Total amount invested during the year in research, education and treatment programmes designed to reduce gambling-related harm





Charitable giving and volunteering in our communities

In 2023, Playtech worked with more than 115 local charities in 12 markets, an increase from over 100 charities and ten markets in 2022. Through the programmes supported, Playtech engaged with more than 47,000 people* in 2023, an increase from over 45,000 people engaged in 2022. Community investment includes gifts in kind, monetary donations and employee volunteering. The total value of monetary donations totalled over €730,000. Employees are encouraged to volunteer for a day each year, as well as support charitable fundraising through our matched giving programme. Of the 12 countries that took part in the community investment programme, an average of 11% of employees contributed their time, money or skills in their community.

* Engaged is defined as an individual that has directly benefited and/or has interacted with the programme by receiving financial and/or in-kind support. Community programmes include all remaining causes excluding mental health and digital wellbeing, e.g. health, hardship and environment.



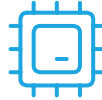
>115

Number of charities supported



12

Number of countries involved in the Community Investment programme



18

Number of 'Tech for Good' initiatives, within the programme



>47,000

Number of people engaged through the community investment programme in 2023

Volunteering in Estonia: Playtech's community impact

Playtech is committed to providing opportunities for its employees to become involved in charitable and volunteering initiatives. Our Community Investment Programme is available to Playtech employees and aims to support colleagues in collectively making a difference in their local communities, through their contributions of time, skills and/or money.

Playtech provides every employee in the organisation with the opportunity to volunteer and support their local communities for one day a year, and in Estonia, colleagues are collaborating with an organisation called Let's Donate Time, which facilitates a range of volunteering opportunities for employees.

For the second consecutive year, Playtech Estonia organised charity weeks at our offices in Tartu and Tallinn. Different time donation options over a two-week period were offered, providing the flexibility needed for as many as possible to take part. More than 100 employees were involved in a week of volunteering including working with Tartu and Tallinn foodbank, a day care centre for the elderly, a church soup kitchen and two animal shelters. Colleagues also volunteered at the Sooma National Park to restore alvars - a task that involves thinning out dense juniper thickets in order to establish paddocks so animals can graze there again.

By participating in Time Donation Weeks, Playtech Estonia is fostering a culture that focuses on giving back and building good relationships between employees and local community organisations.



"Tech for Good" initiative to combat clothing poverty

Playtech funds a number of community-based initiatives aimed at harnessing technology to deliver positive social and environmental outcomes. In the UK, Playtech supported "Give Your Best", an award-winning "Tech for Good" social enterprise that is making it possible for women and children from the refugee and asylum-seeking community in the UK to shop clothing for free, with the dignity and choice they deserve.

In late 2021, Playtech donated the seed funding to support creation of a comprehensive online store. This innovative platform empowers people and brands alike to donate clothing effortlessly online, while also creating a space where the community supported by "Give Your Best" can shop online entirely free of charge.

The launch in 2022 transformed the business from being solely reliant on an Instagram account, to a new e-commerce platform able to process 65% more clothing every month. "Give Your Best" has been able to upscale its activities, supporting more people in clothing poverty, while offering a sustainable and ethical donation solution.

To mark International Volunteering Day on 5 December, an in-office clothing collection and volunteering day was organised with "Give Your Best". Employees donated 122 items and used their Company volunteering day to sort, steam and upload donated clothing items on the website, where people shopped them for free.





Responsible business and sustainability continued

Snaitech's partnership with Special Olympics Italia

Special Olympics Italia provides year-round sports training and athletic competitions in a variety of Olympic-type sports for children and adults with intellectual disabilities, giving them ongoing opportunities to develop physical fitness, demonstrate courage, experience joy, and share their skills and friendship with their families, other Special Olympic athletes and the community.

Snaitech has collaborated with Special Olympics Italia since 2017 through its iZilove Foundation, which promotes the company's charitable and community goals. Snaitech and Special Olympics Italia have two key sustainability objectives – to raise public awareness about the issue of intellectual disability through promotional campaigns, and to share the same core values of integration, participation and enthusiasm. Snaitech is using all the communication tools at its disposal and dedicating its passion and commitment to this cause. Here are a few examples of the collaboration.

In 2017, Snaitech held a fund raising campaign for Italian athletes during the National Winter Games of Bormio, and the following year hosted the opening ceremony of the 34th National Summer Games at the Snai Sesana Racetrack of Montecatini Terme, where over 130 colleagues acted as volunteers.

In 2020, in collaboration with Special Olympics Italia, Snaitech supported the Sappada 31st National Winter Games, and the Smart Games, the first remote sporting event organised during the COVID-19 pandemic. In 2022, the iZilove Foundation supported the 37th National Summer Games in Turin, involving 3,000 athletes, 1,500 volunteers and over 20 different sports disciplines. In April 2023, Snaitech employees supported Special Olympics Italia by taking part in a relay race in the Milan Marathon to contribute to fund raising efforts to take Italian athletes to the Special Olympics World Summer Games in Berlin. The iZilove Foundation also supported Special Olympics Italia at "Play the Games", the programme of sports events scheduled in several Italian regions involving around 5,879 athletes in 19 sports.

Through the iZilove Foundation, Snaitech also supported the "Adopt a Champion" fundraising campaign, to enable three Italian athletes to participate in the games and initiated an internal campaign to invite employees to participate as volunteers in Berlin for three days to support the athletes. Six volunteers from Snaitech in Italy and four from HAPPYBET in Germany participated, as Berlin welcomed 6,500 athletes and Unified Partners from around 190 countries to compete in 26 sports. The athletes were supported by more than 3,000 coaches and 20,000 volunteers.



Supporting communities in crisis

The ongoing wars in Israel and Ukraine have had an unprecedented impact on the lives of many of our colleagues and their communities.

Our first priority was to validate the safety of our colleagues in both countries, and ensure the Company was doing everything possible to support them, as well as their families and local communities. Support included aiding local response efforts and offering mental health and trauma services, as well as, where appropriate, financial assistance through our newly established Employee Benevolent Fund. We have extended support to aid local response efforts with in-kind donations and volunteering as well as donations to hospitals and charities.

We continue to closely monitor the developments in both Israel and Ukraine, as well as the needs of our colleagues and their families and the communities affected.



Playtech's support in Ukraine – the "Cold Winter Project"

Since the outbreak of the war in Ukraine, Playtech has been committed to supporting both our own colleagues living and working in the country, as well as the people of Ukraine affected by the ongoing conflict. We have partnered with humanitarian organisations to provide essential aid, as well as support to a wide range of non-profit organisations, enabling them to deliver vital medical equipment, supplies and psychological assistance to those in need.

Towards the end of 2022, Playtech helped to fund an initiative called the Cold Winter Project, aimed at supporting as many people as possible during the winter months. The Project was run in partnership with two charities, the charity foundation Relief Ship and charity fund Favor and covered three focus areas.

The first entailed providing help to nearly 1,000 people left homeless by the war and living in unheated shelters in Dnipro and in the community of Beziudivka in the Kharkiv area. Unable to keep warm or prepare hot food, they were affected by many issues related to the electricity blackout. Depending on the differing needs of the refugee groups, firewood and blankets were provided, as well as generators, gas burners and gas bottles, which, on delivery by charity volunteers, were carefully unpacked and instructions on safe use provided. During December 2022, Playtech colleagues donated Christmas gifts that were then wrapped and distributed to over 250 children situated in shelters across Ukraine.

The second initiative was funding the delivery of warm meals to around 161,700 people living in eight cities from December 2022 to mid-March 2023. The cities were then under constant fire and recipients of the meals included city residents and migrants as well as sick, elderly, disabled and low-income people in need. Meals were delivered to 15 different lunch hotspots and involved the purchase and preparation of over 25,000 kilogrammes of food.

The third Cold Winter Project initiative was the purchasing of eight ambulances, installing professional medical equipment in each and then delivering them to war zones in dire need of medical transport and equipment.

In December 2023, Playtech demonstrated its ongoing commitment to the Ukrainian communities by funding the "Elderly People's Home" project. This project aims to assist 605 elderly residents of Dnipro Geriatric House, Ukraine's largest facility for senior citizens. Many of these residents are homeless due to displacement and mental health issues. The project involves upgrading the bathrooms and replacing all the windows in the building that accommodates 605 elderly people.





Responsible business and sustainability continued



Evidence-based research to advance player protection

Playtech aims to contribute to building a more responsible, sustainable gambling industry. A key element of Playtech's approach is to support evidence-based research to develop and test best practices to advance player protection measures as well as to address gambling-related harm. Since 2021, Playtech has supported a number of US focused research projects carried out by the Kindbridge Research Institute.

The Kindbridge Research Institute commissioned the Center for Gambling Studies at Rutgers University in New Jersey, a leading public research university in the United States, to set up an evidence-based telehealth model which will be used to evaluate the effectiveness of digital gambling-related harm support and treatments. Treatment for gambling disorder in the US faces several barriers, including the fact that most options involve in-person delivery.

The Kindbridge Research Institute's Treatment Disparity Project is being conducted with Rutgers University to identify the availability of treatment for gambling disorder in the US. The project will result in the creation of an innovative dataset that will pinpoint areas where there are shortages in gambling disorder treatment and indicate the communities of greatest need to guide Kindbridge's telehealth service roll-out plan.

The Kindbridge Research Institute has also supported the 50x4Vets Project, an initiative aimed at improving treatment options for US military veterans. The US is home to roughly 19 million veterans and gambling disorder is three times more prevalent amongst this community than in the wider population. The project's goal is to conduct research on patient characteristics, clinical interventions, and patient outcomes, and identify the most effective interventions, with the aim of implementing this approach in Veterans Health Administration clinics both nationally and internationally.

Investing in safer gambling: research, education and treatment

Healthy online lives and digital wellbeing

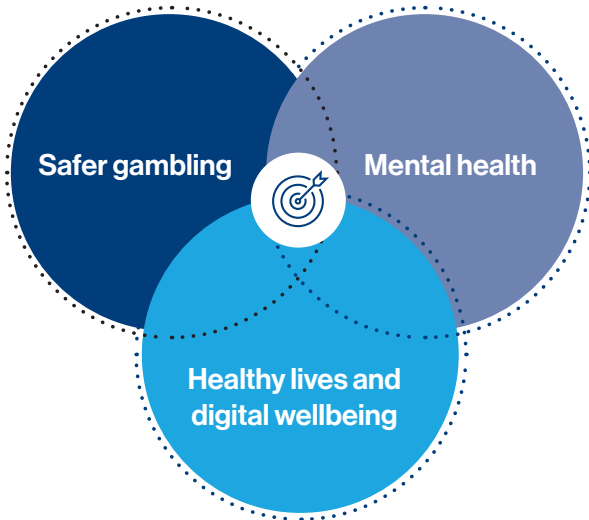
The impacts of gambling-related harm, particularly on mental health, have been rising up the sector's agenda and coming under increasing scrutiny. This is taking place against a backdrop of societal change; with both availability of gambling, and people spending time online increasing – not just to gamble or bet, but to play games and engage with a broad range of social media. Alongside their role as entertainment, all these activities have the potential to encourage unhealthy behaviour and blur the boundaries of what constitutes gambling and healthy online behaviour.

It is now more urgent than ever that academics, policymakers and the gambling industry collaborate with treatment providers and those with lived experience of addiction to make gambling safer. The conversation around gambling has too often been politicised and divided, making it difficult to share insights between all interested parties. This is detrimental to reducing gambling-related harm, which should be everyone's shared goal.

As one of the largest suppliers of gambling products around the world, Playtech is at the forefront of bringing together the gambling industry with academics, policymakers and charity experts. There is strong consensus on many fronts: the need to share data more effectively on gambling, to trial theory in practice before implementing it and to recognise gambling as a health issue.

In 2020, Playtech announced its Healthy Online Living Programme, a commitment to support programmes and partnerships designed to reduce gambling-related harm and promote positive digital wellbeing and health outcomes. In doing so, Playtech formally announced and committed £5 million over five years in five areas of focus, to support partnerships and initiatives that can make a positive difference at the intersection of gambling, online life and mental health. The focus areas include offering preventative education; supporting capability building of frontline staff and support organisations; building the skills of frontline workers in the gambling sector and in healthcare; catalysing innovative digital solutions; and leveraging research, data and AI to deliver insights and solutions.





Since then, Playtech has established strategic partnerships with a growing number of organisations. These include Betknowmore and the Epic Restart Foundation (UK charities that help rebuild lives after gambling problems); Kindbridge, a US organisation that provides an online network of resources for those seeking support and advice about gaming and gambling-related harm; RG Plus, a strategic consultation service developed by the Responsible Gambling Council that offers customised solutions to help operators develop innovative responsible gambling programming; the National Centre for Suicide Prevention; YGAM, an award-winning charity providing evidence-based education to help prevent problem gaming and gambling; and more. To-date, over 680,000 beneficiaries have been reached, both directly and indirectly.

Investing in research to reduce gambling-related harm

Playtech has continued to increase its investment in research, education and treatment programmes designed to reduce gambling-related harm. In 2023, Playtech invested over £1,300,000 in such programmes and initiatives.



Supporting the development of Suicide First Aid Training for the gambling sector

Playtech is collaborating with a wide range of non-profit partners to tackle shared societal challenges, such as gambling-related harm. Betknowmore UK identified a need to address inconsistent training programmes, policies and procedures designed for suicide prevention in the gambling sector. Betknowmore partnered with the National Centre for Suicide Prevention, Education and Training to develop, test and pilot training that provides gambling operator customer service and support teams with the knowledge, skills and confidence building needed to help and support those at risk and/or experiencing suicidal thoughts.

This collaboration led to the creation of the Phase Red Suicide First Aid Training course, a bespoke City and Guilds certified programme specifically designed for responsible gambling and customer facing teams.

Participants in compliance and customer care roles in the gambling industry have found the training particularly helpful, reporting that it helped remove myths and taboos surrounding suicide and left them feeling more confident in supporting customers who may be exhibiting signs of suicide risk. They also found the course helpful when it came to considering their own mental health and wellbeing.

The beneficiaries include direct participants and indirect beneficiaries with 365 direct participants and 21,560 indirect beneficiaries to date. With the development and piloting of the training successfully complete, the next phase of the project is underway to further roll out the training with the aim of it ultimately becoming a leading programme for the sector.

In November 2023, the course received recognition, winning the "Responsible Gambling Solution or Service Provider of the Year" award at the Global Regulatory Awards hosted by Vixio Regulatory Intelligence.