



# SUSTAINABILITY REPORT 2023

Leading the Industry to a Sustainable  
Future of iGaming





# A MESSAGE FROM OUR CEO

## JOIN US AS WE DRIVE TOWARDS A SUSTAINABLE FUTURE FOR PLAY'N GO - AND THE ENTIRE INDUSTRY.

### PLAYERS, PARTNERS, PEOPLE, and PLANET

As we reflect on nearly two decades of Play'n GO's journey, the size of our growth and influence is truly remarkable. From our humble beginnings, we have evolved into a company that not only affects the lives of our Players, Partners, and People but also recognises the importance of our responsibility towards the Planet.

Today, I am thrilled to introduce Play'n GO's inaugural Sustainability Report, a testament to our commitment to using the platform we have meticulously built over the years. This report, primarily focusing on our endeavours in 2023, is the culmination of dedication from our exceptional team.

At Play'n GO, we take immense pride in spearheading initiatives for a more sustainable industry. From collaborating closely with regulators to advocate for player safety to refraining from developing games with predatory mechanics, we are at the forefront of driving positive change.

Our dedication is further underscored by **our participation in initiatives like The Climate Pledge**, reflecting our belief that the decisions we make today profoundly shape our collective future.

I am delighted to present our sustainability strategy, anchored on four strategic pillars: PLAYERS, PARTNERS, PEOPLE, and PLANET. This framework underscores our unwavering commitment to fostering sustainable practices across all sides of our operations.

While we celebrate the remarkable progress we have achieved, we acknowledge that our journey towards sustainability is ongoing.

There is still much ground to cover, and we invite you to join us as we continue to chart a course towards a more sustainable future.

Thank you for your support as we embark on this transformative journey.

Sincerely,



**JOHAN TÖRNQVIST**

*Play'n GO Co-Founder and CEO*





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# EXECUTIVE SUMMARY



## Sustainability Strategy Model

Industry

### Highlights

Finalised our sustainability strategy model, created a communications platform to engage our employees, instituted a council structure to oversee key areas and communicated how we want to contribute to a sustainable company and industry and identified key UN SDGs that we contribute to as a business.

### 2024 Goals

Achieve the MGA ESG-C Seal and map qualitative and quantitative data to 9 UN SDGs.

## Safer Gambling Training

Players

### Highlights

We launched Safer Gambling training for all employees and achieved the GamCare Safer Gambling Gold Standard.

### 2024 Goals

For 90% employees pass the safer gambling training and maintain the GamCare Safer Gambling Gold Standard.

## Bonus Buys Study

Players

### Highlights

Continued to stay committed to our 2021 pledge to never produce games with 'bonus buy' mechanics and created a Safer Gambling Committee.

### 2024 Goals

Survey the public in a key market on the perceived value and potential harm of 'bonus-buy' game mechanics and influence regulation to achieve a ban on 'bonus buy' in more jurisdictions.

## GOing Green

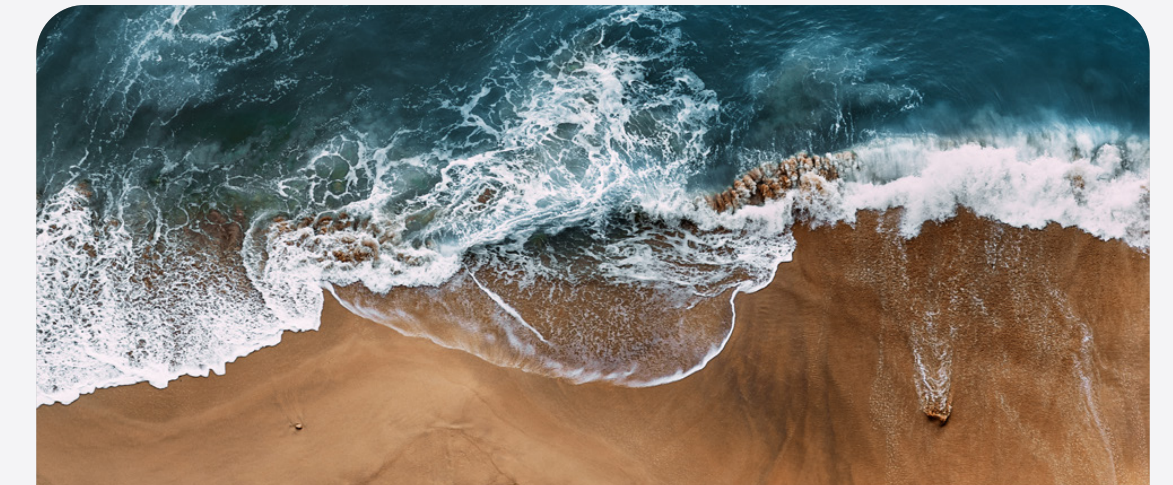
Planet

### Highlights

Reduced scope 2 emissions by 10% and reduced AWS business data emissions by 23.2%, saving 131,7MTCO<sub>2</sub>, through optimization of our cloud environment. Our Sweden HQ is certified powered by 100% renewable energy. Contributed to the forestation of 8460ha land and permanent carbon removal. Joined GreenPerk.

### 2024 Goals

Reduce YoY scope 2 emissions by 80%.



## The Climate Pledge

Planet

### Highlights

Became signatories of The Climate Pledge

### 2024 Goals

Improve the quality of scope 3 emissions data by 25%

## Climate Commitments

Planet

### Highlights

Introduced a question about climate commitments in supplier engagement process.

### 2024 Goals

Expand supplier engagement to top 20% of suppliers.



# EXECUTIVE SUMMARY



## Becoming Industry Specialists

Partnerships

### Highlights

We recruited a Government Affairs Specialist and our CCO and other business leaders have appeared on industry panels, podcasts, participated in conversation with regulators, and otherwise advocated for more sustainable regulation.

### 2024 Goals

Continue our advocacy for a safe, sustainable iGaming industry via platforms such as events, conferences, industry affinity groups, through media partnerships and in collaboration with our clients, driving positive change across the value chain.

## Trust From the Get-GO!

Partnerships

### Highlights

We joined two industry groups focused on ESG topics and several regulatory groups and 95% of employees completed our annual governance training.

### 2024 Goals

Maintain our ISO27001 certification for the 5th year in a row.

## Our People at Play'n GO

People

### Highlights

79% quarterly performance review completion and a achieved an eNPS score of 32. We launched GO Hubs in six locations.

### 2024 Goals

Achieve 90% quarterly performance review completion and we want to increase eNPS score to 35 as well as launch GO Hubs in two more locations, complete transition to Digital First in 100% of our locations.



## Learn, Grow and Lead

People

### Highlights

Launched a new learning platform, reached 54% unique visits in first three months. 78% eligible leaders completed our internal leadership program, and we introduced our values-based leadership model.

### 2024 Goals

Reach 80% unique visits to our learning platform and achieve 90% completion rate for our leadership program. Create a dedicated community for managers.

## Inclusion and Diversity

People

### Highlights

I&D segment included in manager onboarding program. 50% women born 1980 or later represented in global board roles.

### 2024 Goals

Extend I&D learning to all employees, launch an I&D community and complete pay equity analysis.

## Giving a Helping Hand

People

### Highlights

Donated to initiatives supporting people in crises and launched a new initiative to give work laptops a second life.

### 2024 Goals

Introduce volunteering time, creating opportunity for our employees to contribute to social causes of their choosing.



# OUR NORTH STAR

## A VALUES-BASED CULTURE

Several years ago, we launched a project to coordinate our sustainability efforts, and by early 2023, this project had evolved into a global program. We developed our 4P strategy model around how we want to contribute to a sustainable company and industry, and the impact we as an organisation makes on society, the environment and the economy.

In our commitment to environmental, social, and governance principles, corporate social responsibility and sustainability is shared by everyone who works at Play'n GO, as it extends across every facet of our organisation.

Each team and employee has an important and valuable role in delivering on the strategy supported by our 4 pillars; Players, Partners, People, Planet and to continue championing our culture built on Trust, Energy, Quality.

Under the guidance of our board of directors, the executive team is dedicated to supporting and actively cultivating a corporate culture that prioritises player safety, ethical business practices, investing in people, positive social impact, and environmental stewardship.

Together with our values; Trust, Energy and Quality, the 4P's make up the north star that guides us, as we continue leading the industry to a sustainable future of iGaming.

## A FORCE OF GOOD

Leading the industry to a sustainable future of iGaming goes beyond the individual actions of our company. We hold ourselves accountable also by aligning our strategy to the UN SDGs.

In 2023 we identified the main goals that we contribute to advancing through our business operations. The next step is to validate our contributions through qualitative data mapping.

**SUSTAINABLE DEVELOPMENT GOALS**





# SAFER GAMBLING STEWARDSHIP

## DUTY OF CARE FOR THE PLAYERS

**At Play'n GO we are all about entertainment. And with that comes a built-in commitment to take our social responsibility seriously. Be it through collaboration with our partners, regulators, or research bodies, the way we approach our content design or how we promote and live safer gambling in and outside of our business - we always do our best to be at the forefront as a supplier to prevent gambling from becoming harmful and to play an active role in raising industry standards.**

Understanding and continuing to learn about the causes for gambling harm and how minors can be best protected, making data-driven decisions and offering innovative solutions which go beyond what may be required by local regulations to bolster our partner's safer gambling controls are key to this. And our partners can trust us to deliver. All our games for example come equipped with game play limits and in-play timers that, once activated by the casino operator and set by players, provide an in-game message letting players know that they have spent the time they wanted to spend playing or that they have reached their predetermined limits.

In addition, we safeguard our approach by ensuring good safer gambling governance. We have a Safer Gambling Council consisting of representatives from different departments, dedicated roles coordinating and overseeing our safer gambling approach and safer gambling is lead from the top.

In 2023, we achieved the Safer Gambling Gold Standard from GamCare, going above and beyond what is expected of a supplier. Our Regulatory Compliance and Employee Experience teams joined forces and launched a safer gambling training for all employees. Our annual target pass rate is 90% from 2024 onward. In addition, representatives from Games, Brand & External Comms, Compliance, Business Development, Culture and CSR underwent training on markers of gambling harm, signalling our continued commitment to increasing our knowledge in this area, and that safer gambling is deeply embedded in our DNA.

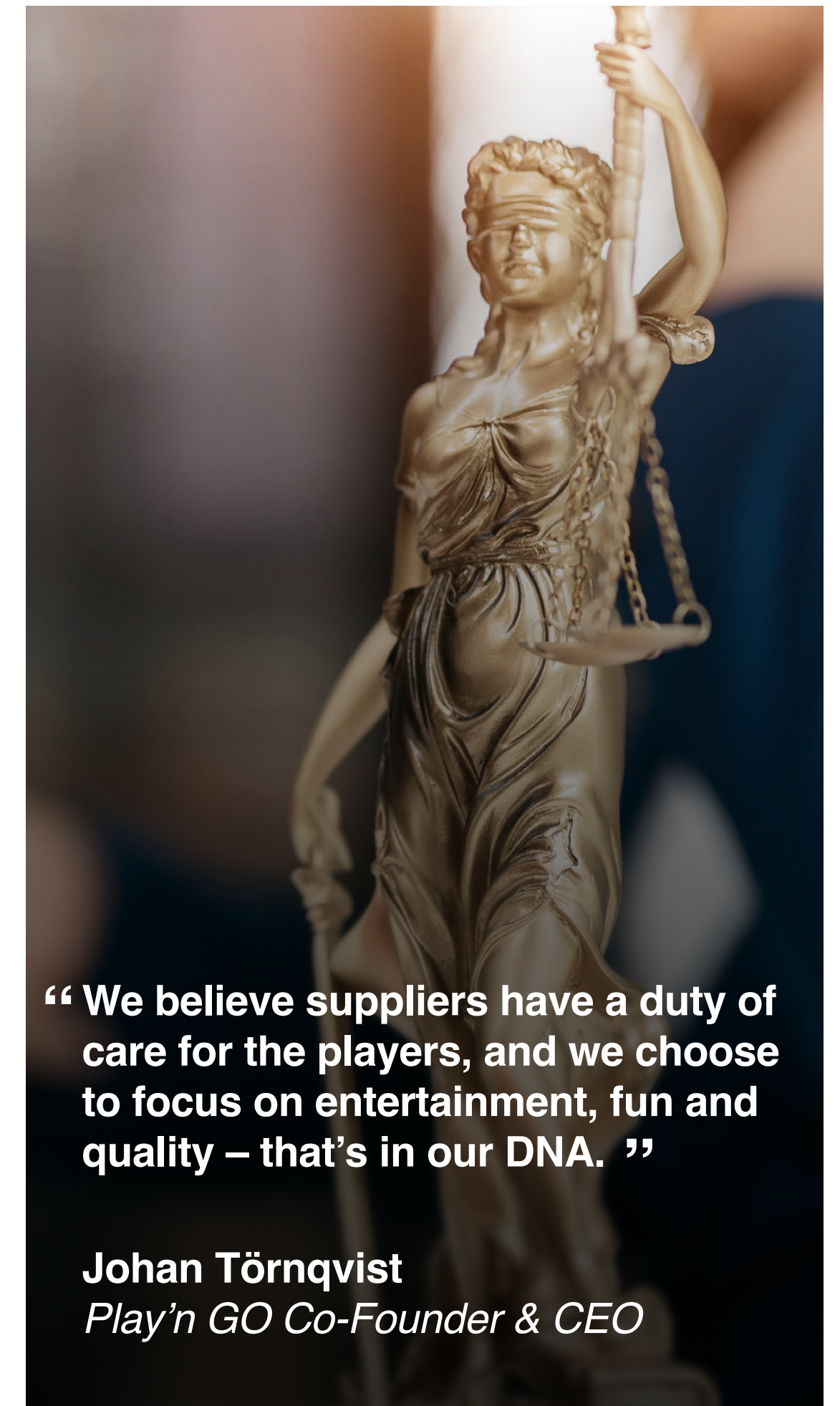
Through our partnerships and conversations with clients, media and regulators, we continued advocating for a sustainable, safe and entertainment focused iGaming industry, and for games free from predatory features.

Having added the US to our growth journey in recent years, we are also actively working with regulators and other partners across several states in support of safe and sustainable regulation.

We are proud to be at the forefront as a supplier to prevent gambling from becoming harmful and to play an active role in raising industry standards.



*In 2023, Play'n GO achieved the Safer Gambling Gold Standard from GamCare.*



**“ We believe suppliers have a duty of care for the players, and we choose to focus on entertainment, fun and quality – that’s in our DNA. ”**

**Johan Törnqvist**  
*Play'n GO Co-Founder & CEO*



# THERE IS NO PLAN(ET) B

## ACCELERATING THE RACE TO NET ZERO

**There's no denying that climate change and deforestation are having a huge impact on our planet, and its future is in our hands. We're working together and taking steps in the right direction to reduce our carbon footprint. Last year, we became proud signatories of The Climate Pledge, formalising our commitment to a net zero future.**

Being a Digital First company not only supports a healthy and flexible work-life for our people, it also carries marked positive ripple effects for the climate. With the evolution of Digital First, and our Sweden HQ being certified powered by 100% renewable energy, we are on a trajectory to reach zero monthly scope 2 emissions before end of 2024, years ahead of our committed target.

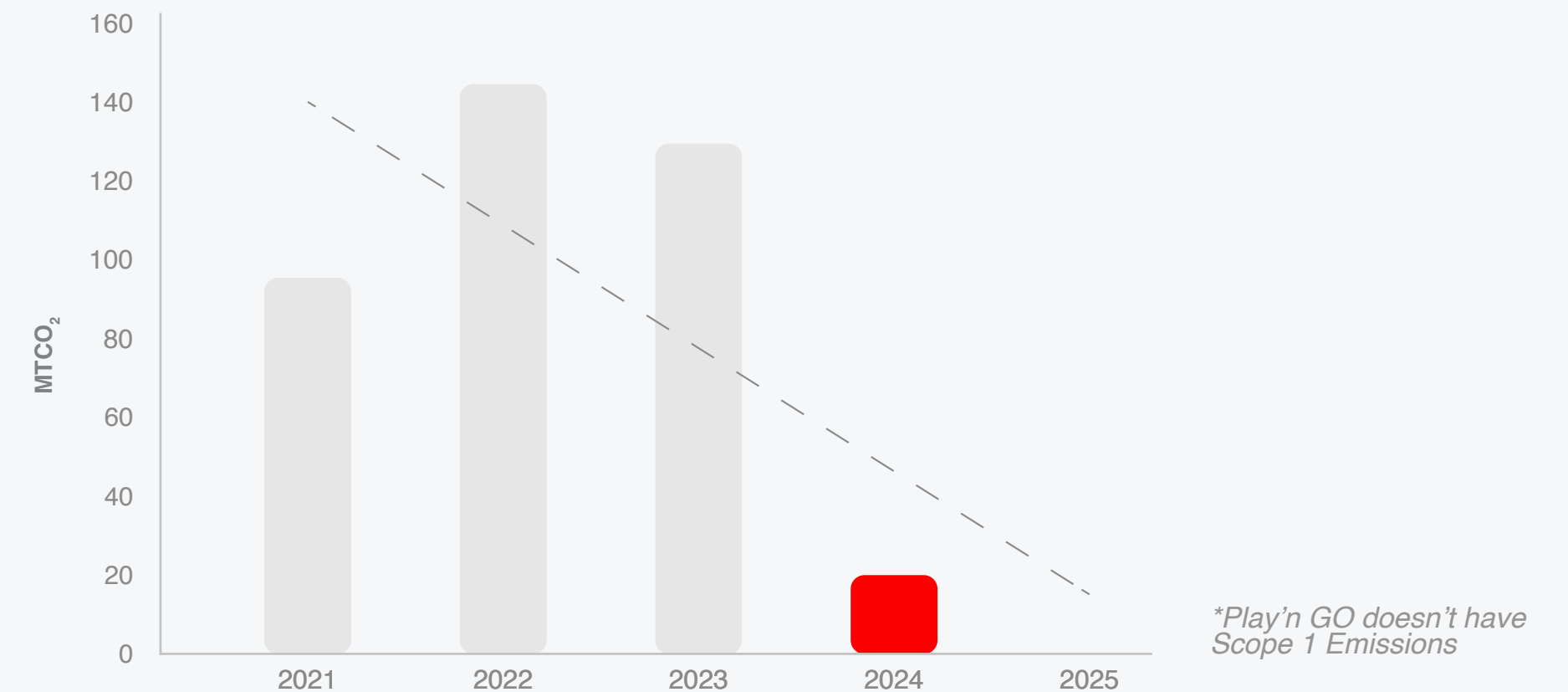
Just as innovation is at the heart of the games we produce, we have chosen an innovation-centric approach to our climate journey. Our teams have the freedom to innovate in areas where they can make the biggest impact in alignment with their business goals, they are the experts in their field. This way, we ensure that environmental initiatives carry relevant business value and aligns with company goals.

A great example of this is our long-standing commitment to cloud infrastructure. Working with suppliers like Amazon Web Services creates a positive ripple effect through the value chain, and we have saved 131,7MTCO2 over the course of 12 months thanks to the hard work of our Infrastructure team, with total emission savings of 352,3MTCO2 since 2021. It's great to have the services and tools from AWS available for the business and at the same time contribute to saving the planet.

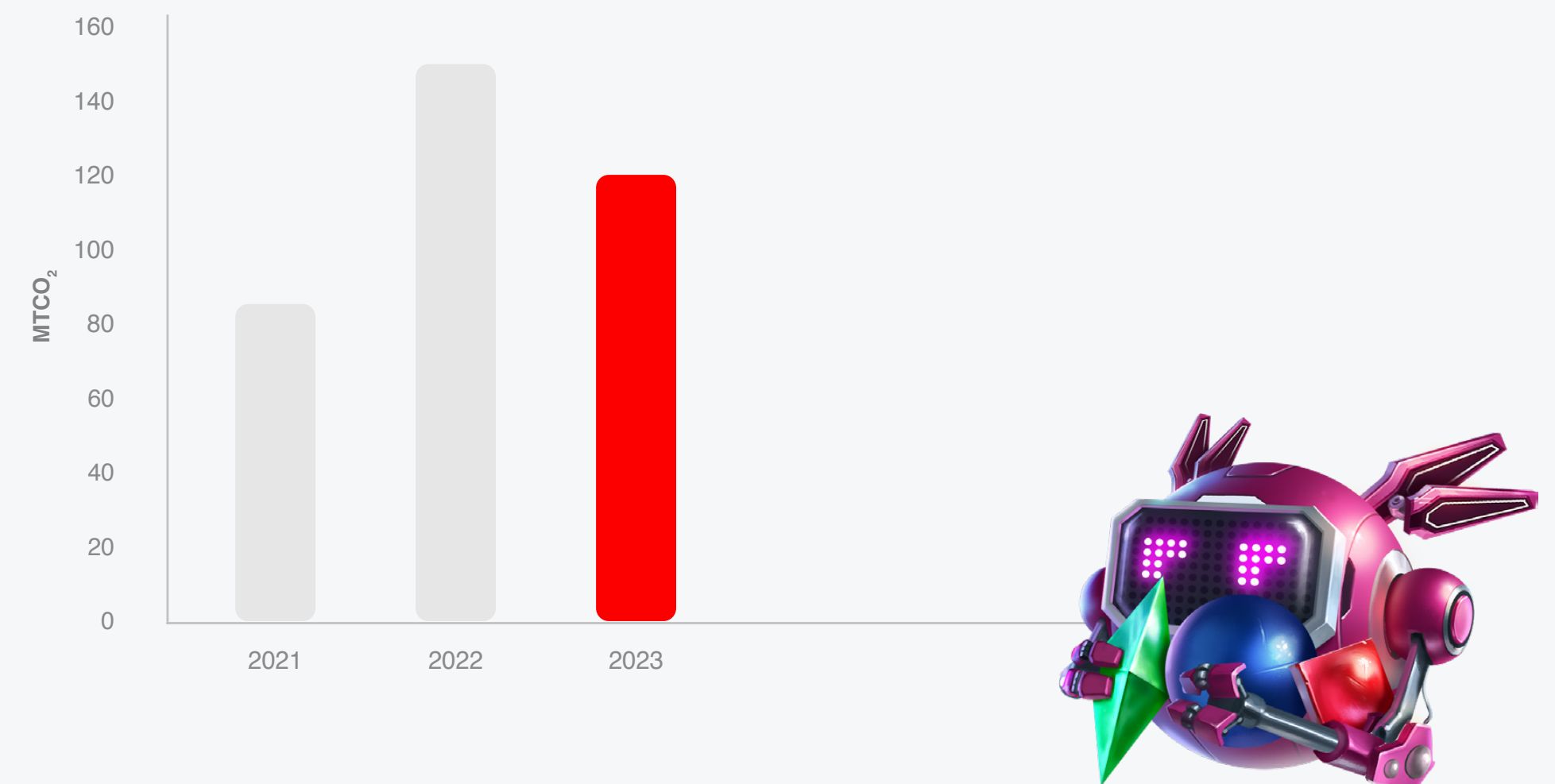
Several years ago, our Marketing Department made the shift from sending physical year-end gifts to our clients, and instead make an annual donation to causes that benefit people and planet, reducing emissions from shipping, and making a positive impact on global waste reduction.

In 2023, this initiative contributed to the forestation of 8460 hectares of land in Indonesia & Denmark, the impact report is included in this report. We recognize that reforestation is not going to be enough to enable a net zero future for the planet, and as we also wish to contribute to climate action through innovation, we made an investment in a cleaner tomorrow through permanent removal of carbon via Climeworks.

## SCOPE 2 EMISSIONS FORECAST



## ANNUAL EMISSIONS SAVINGS AWS





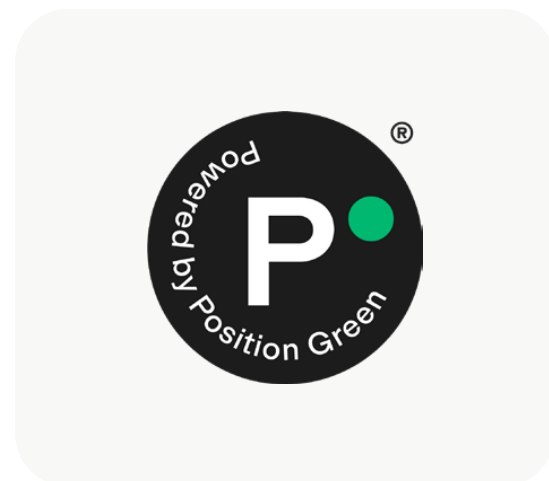
Additionally, all business travel continues to be compensated. Another area where our teams have innovated is within merchandising, reimagining our event merchandising strategy by taking a regional approach, reducing emissions from shipping.

Through a collaborative effort, our teams also delivered an exclusive sustainable clothing project together with fashion designer Michael Colovos, further showcasing our commitment to quality and sustainable innovation.

We believe that reducing our carbon footprint via real business innovations is where the biggest

opportunities are and we have begun measuring data in accordance with the Greenhouse Gas Protocol.

Our carbon reporting boundary includes scope 2 along with following scope 3 emission points; business travel, employee commuting & outsourced data centers and working with partners who themselves are on a committed climate journey has a positive ripple effect throughout the whole value chain. We contribute to certified carbon offset projects that guarantee 90% of the donation goes directly to the projects.





## PLAY'N GO'S CLIMATE INVESTMENT BLOOMS WITH PLANTING INITIATIVE

**All businesses contribute to climate change and finding ways in which we can diminish those impacts is important. Ultimately, the goal for all should be to bring that impact towards net zero or even a positive impact instead. Find out more below about one of the initiatives we undertook to reduce our impact and help conserve the environment for future generations.**

### How have we reduced our climate impact?

There are many ways in which we can do this, and at Play'n GO, one of the recent steps we have taken is to invest in tree-planting initiatives in different parts of the world. While reducing our climate footprint is something to keep in mind, investing in things that help to counteract climate change such as this can be just as impactful. We have invested in two different planting efforts which help absorb carbon dioxide from the atmosphere and have other beneficial effects on the environment, too.

### What were these planting initiatives?

The goal was to repair and regenerate natural areas, replenishing natural territory for native species while also improving the overall ecosystem and atmosphere around these areas. Bringing the natural space of these areas back into balance helps to counteract our own climate footprint.

### What was done in Denmark?

This initiative involved the establishment of multi-

functional woodland on marginal farmland in western Jutland. This space would then go on to serve as a new natural environment for local species such as deer, squirrels, and owls, as well as pollinating insects such as bees. Not only that but reforested areas help to provide jobs, combat climate change issues like flooding, and improve overall health by providing cleaner air and water.

### How successful was the initiative in Denmark?

This project was a great success and involved the planting of nearly half a million trees in western Jutland. These trees were planted over 108.5 hectares and included ten different tree species. Reports suggest that this is helping to benefit ten different wildlife species, too, serving as a conservation area for species like the threatened Hazel Dormouse. These efforts also helped to support 15 jobs, providing opportunities for locals in the area. This project contributed to eight of the United Nation's Sustainable Development Goals (SDGs) including goals for Good Health and Wellbeing, Quality Education, Clean Water and Sanitation, and Climate Action.

### What was done in Indonesia?

Over in the Eastern Hemisphere, the other initiative took place. This involved a similar process regarding replanting trees lost to deforestation but with an additional focus. To help combat the challenges that come from deforestation, this project implemented

“climate-smart agricultural solutions” allowing the continued growth of coffee plants while also regrowing forests and protecting the area's rich biodiversity. These climate-smart practices also help to improve the quality of life for farmers and increase the resiliency of their farmland against climate change.

### How successful was the initiative in Indonesia?

This initiative shared similar levels of success to the one in Denmark. It involved the planting of 223,584 trees, including many that serve as shade trees for coffee crops. This practice has multiple benefits to both the environment and the local population. 45 tree species were planted, and those planted as shade trees help protect the coffee plants and soil beneath from the harsh sun. Over 8000 hectares were reforested as part of this project and a stunning 3000 wildlife species are said to have benefited from the project. The project improved the livelihoods of over 2000 families.

It offered increased livelihoods for farmers in Lampung through crop diversification. Communities in Kasepuhan Karang also benefitted from helping to plant sustainable crops while honoring traditional practices of cultivation and forest stewardship. This initiative supports eleven of the United Nation's SDGs including Climate Action, Decent Work and Economic Growth, Life on Land, and Sustainable Cities and Communities.







## SECOND LIFE FOR LAPTOPS

Our Information Security & IT Services Department introduced an initiative to donate laptops through charities in Malta in 2023, with laptops getting a new life in the special needs community. What may seem like a small initiative for us, can have a big positive impact for others. A positive ripple effect is the reduction of electronic waste, and to further combat the world's pollution challenge, we recently added removal of plastic and other garbage from oceans and rivers through Ocean Cleanup to our impact portfolio.



## SUPPORTING PEOPLE IN CRISES

The world has seen its fair share of crises in recent years, whether through armed conflict, climate change or other emergencies affecting humanity. As part of our ongoing CSR work, we contributed funds to the important missions carried out by global help organisations, in support of people in crises.



## COMMUNITY ENGAGEMENT IN THE DIGITAL FIRST ERA

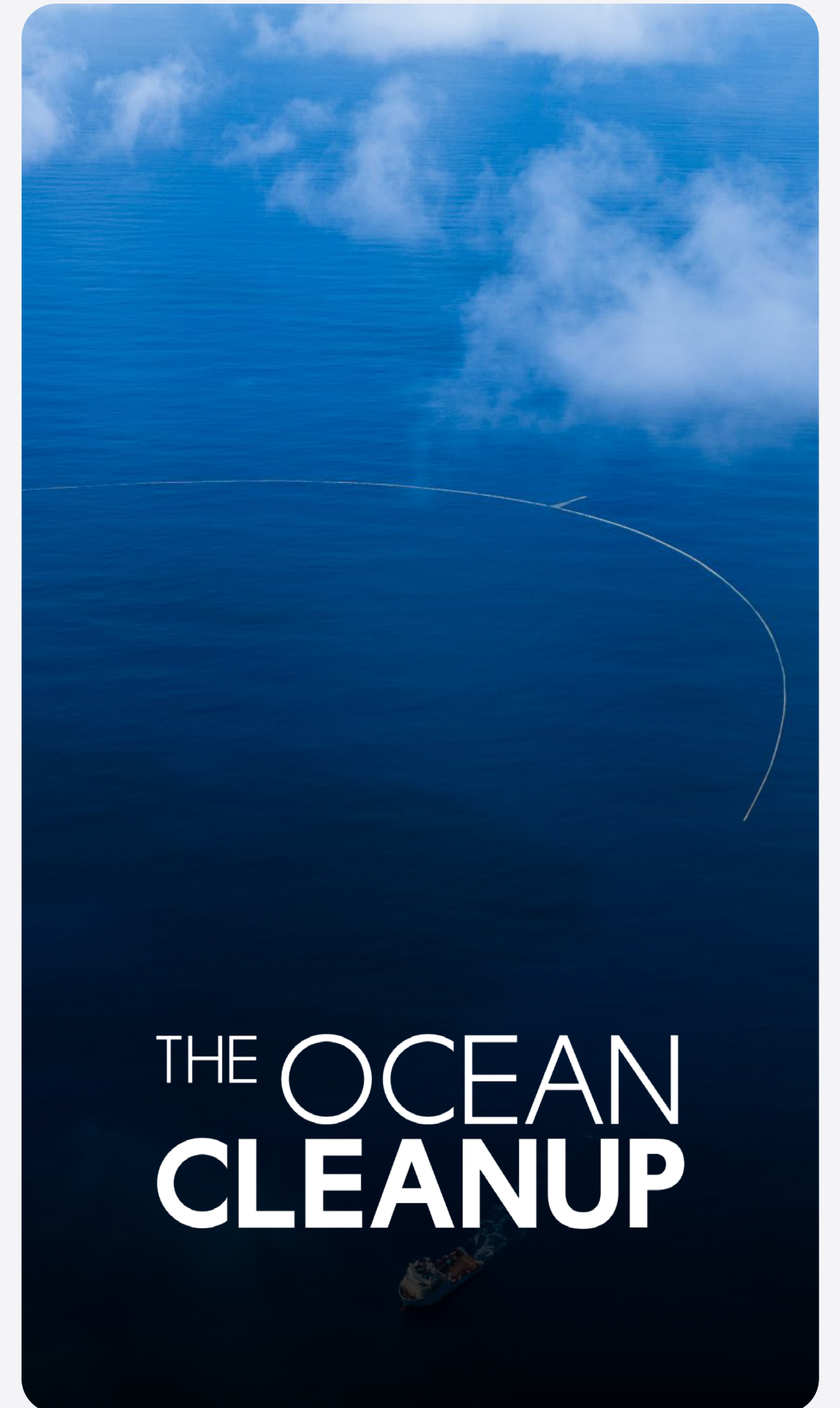
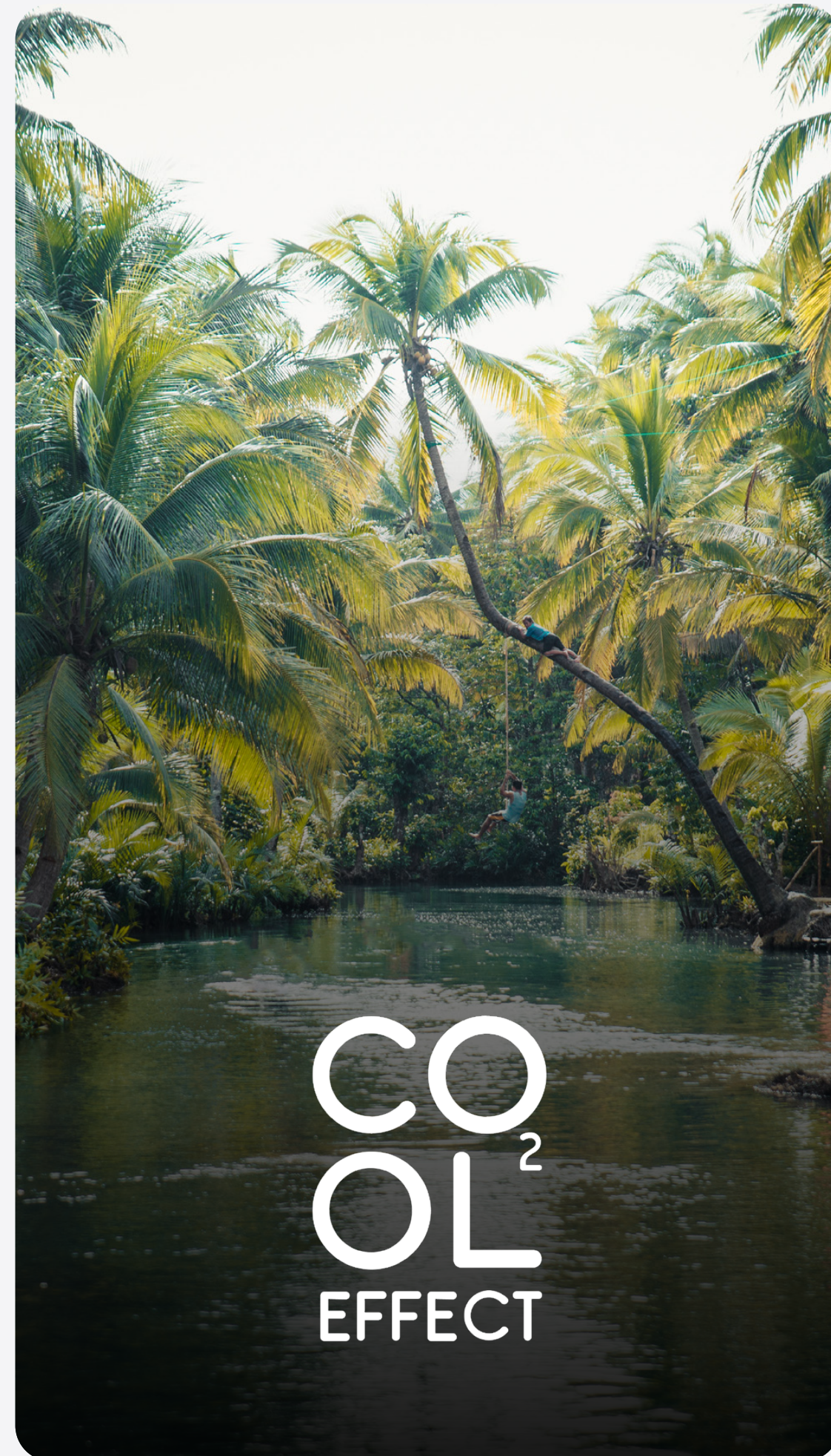
In 2024, the Employee Experience department is introducing an employee volunteering program, enabling our people to contribute to their local communities through causes of their choosing.





# MAKING AN IMPACT

Play'n GO is proud to support these organizations with their incredible sustainability work.





# A FOUNDATION BUILT ON TRUST

**In an era where transparency, accountability, and integrity are paramount to any thriving business, our commitment to regulatory compliance is one of the foundations of our business.**

As stewards of sensitive data, we understand the imperative to fortify our digital infrastructure and we have been ISO 27001 certified since 2019. The certification demonstrates our commitment to maintaining robust information security management systems, ensuring confidentiality, integrity, and availability. It is not only a testament to our dedication but also a powerful assurance for stakeholders that data is handled with the utmost care and diligence.

Our Anti-Money Laundering (AML) measures play a pivotal role in preserving the integrity of our financial ecosystem. This commitment extends beyond compliance; it reflects our proactive stance in fostering an environment where financial transactions are conducted with integrity and accountability.

By thoroughly assessing potential risks, we ensure that our partnerships align with our values and

the expectations of our stakeholders, as we also expect them to hold us accountable. This diligent approach not only safeguards our reputation but also reinforces our commitment to responsible corporate citizenship.

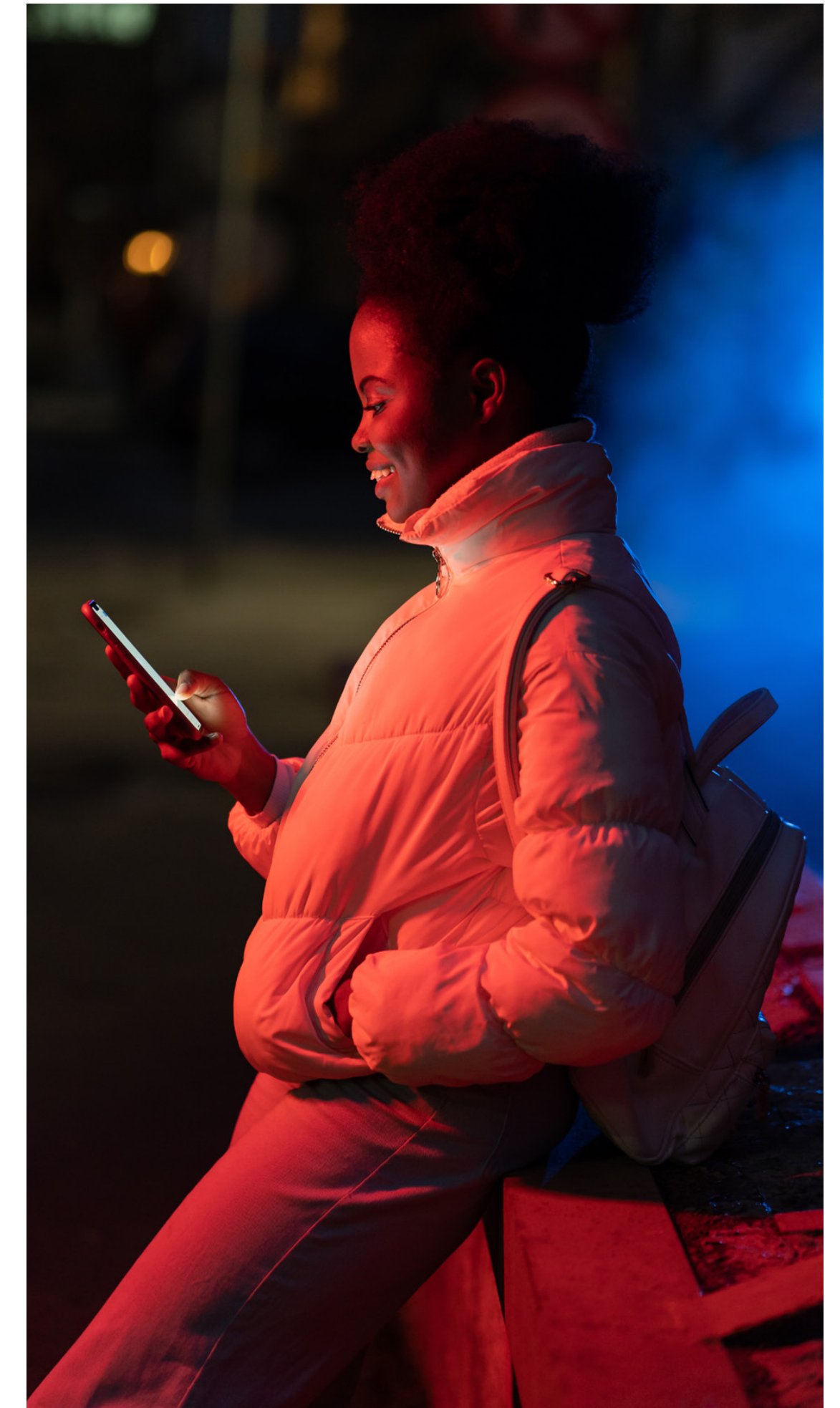
We keep a firm focus on leading the way for a sustainable, regulated industry and our adherence to ISO 27001, anti-money laundering measures, and rigorous due diligence procedures along with our commitment to the advancement across the environmental and social pillars, means we are well positioned for the future ahead.

At Play'n GO, all employees contribute to ensuring effective corporate governance as it relates to their area of responsibility, the employee Code of Conduct is there to provide guidance and clarity on how everyone can contribute. A Whistle-blower policy and reporting functionality is in place and the process is managed independently through a dedicated Whistle-blower committee. We place a high value on ensuring the global team undergoes annual training on our approach to corporate governance and in 2023 we had a 95% completion rate on the training.

In conclusion, our commitment to regulatory compliance, embrace of ISO 27001 certification, anti-money laundering measures, and rigorous due diligence procedures along with policies and processes related to risk and impact management across the totality of the ESG scope, is not just a compliance necessity; it is a strategic investment in the values that define Play'n GO's corporate identity, and our commitment continues to guide us towards a future where sustainability, responsible business practices and stakeholder trust are synonymous.



*ISO27001 Certified since 2019*





# OUR DIGITAL FIRST JOURNEY

## FLEXIBILITY, WELLBEING & WORK-LIFE BALANCE



**In 2023, we took more steps on the Digital First journey we set out on a few years ago, empowering our employees with the flexibility and freedom to determine when and where to deliver their best work. Creating an employee experience and culture that integrates into the unique puzzle of each individual's life.**

It's essential to clarify that Digital First doesn't equate to digital-only. We have made significant investments in GO Hubs, our flexible workplace program, which is live in 6 of our 8 locations, with 2 more opening in 2024 to complete our Digital First evolution.

Whether employees are working solo or meeting up with colleagues or partners, our GO Hubs provide the needed space to explore work solutions outside of the home environment. GO Hubs offer flexible on-demand desk space, private offices, meeting rooms and airport lounges. The GO Hub program is managed by our dedicated Employee Experience department.

The health and safety of our employees continues to be paramount, and in 2023 we created a Health & Safety committee to manage these programs. All employees have access to a flexible wellness benefits and mental health services in their home country and we offer mindfulness and other services through Headspace.

In-person connection continues to be valued by our people and our teams get together for co-working days, afterwork sessions, game nights and other activities to connect, have fun and celebrate. All teams have access to an annual teambuilding budget which can be utilized for self-managed teambuilding and bonding activities.

Our Digital First culture is an integral part of our commitment to prioritize employee well-being, flexibility, connectivity and inclusion in an ever-evolving global landscape, where trust is not earned, but given from the moment a new hire joins Play'n GO. As we continue our Digital First journey in 2024, we remain committed to adapting and innovating to ensure our team continues to thrive.

Learning more about team needs and providing a safe space to voice concerns and questions is a key aspect of our employee dialogue, and we have a global team of Culture Specialists and Leaders to oversee this important area within the Employee Experience department, ensuring teams and managers are supported and everyone's voice is heard. Overall engagement and eNPS scores stood at 8.1/10 and 32 respectively at the end of 2023. For 2024, the target is to improve these scores to 8.3/10 and 35 respectively, continuing our efforts to make Play'n GO the best employer there is.

- Flexible freedom on work location
- Home office stipend
- Remote work allowance
- On demand workspace via GO Hubs
- Teambuilding budget
- Mental health support
- Mindfulness app
- Wellness budget
- On-demand learning platform
- Annual learning stipend
- Social matching app to connect colleagues



# INVESTING IN OUR PEOPLE

## CONTINUOUS LEARNING & GROWTH



**At Play'n GO, our commitment to building a robust learning culture is paramount to our success. We recognize that continuous learning and development is not only essential for individual professional growth but also imperative for staying ahead in an ever-evolving technological landscape. To empower our team members, we provide an annual learning stipend, allowing our people to invest in their professional development, be it through courses, book purchases, conference attendance, or other avenues relevant to their role.**

In 2023, 70% of the workforce enthusiastically utilized this opportunity, underscoring the team's drive for ongoing learning.

In a significant stride forward, we launched a new learning platform in November 2023 to complement the learning stipend. This initiative has seen 375 peers actively engaging in self-lead learning in its first month of launch, further equipping themselves with the knowledge and skills necessary for their roles.

To spearhead this essential facet of our culture, a Head of Learning & Development has been recruited, ensuring dedicated leadership in shaping the learning program.

We are also pleased to share that our commitment to leadership development has seen considerable success. A notable achievement is the completion of our proprietary leadership development program, with an impressive 78% of eligible managers successfully participating in 2023. This program is designed to kickstart our managers' leadership journey.

To further instill the Play'n GO values; Trust, Energy & Quality, a values-based leadership model was introduced during the last year, supporting the growth and development of the leadership community.

Another exciting initiative launching in 2024 is a 360 leadership assessment, creating space for candid and supportive conversations, tailored to the individual.

As we continue our commitment to invest in people, we remain steadfast in the belief that a culture of continuous learning will always be a cornerstone of organisational resilience and future success.

Embracing diverse forms of learning - a successful launch of our learning platform

- 2,903 videos watched
- 2,895 items read
- 886 assessments completed



# A CULTURE OF BELONGING

## COMMITMENT TO INCLUSION & DIVERSITY

**Our commitment to fostering a sense of belonging for all our people is at the heart of our culture. For us, an inclusive and diverse culture is not just a goal but a necessity for building resilience and ensuring the success upon which our organisation relies, and it is our belief that a mix of perspectives fuels innovation and contributes to the overall strength of our team.**

Our presence now spans eight locations and the team has grown to 757 people. We are proud to represent 56 nationalities and in 2023 we welcomed 178 new colleagues. Inclusivity continues to be a key area for our recruitment processes. We have incorporated an inclusivity statement to our careers website and added a reasonable adjustments statement within the hiring process to support candidates with additional needs.

The responsibility of fostering an inclusive culture lies with every individual, and leadership plays a pivotal role in setting the tone. At Play'n GO, we believe in continuous improvement and leading by example. One important milestone achieved in the past year is the accomplishment of 50% representation of

women born in 1980 or later in our global board roles, showcasing our commitment to increasing diversity at the highest levels of the organisation.

Inclusion isn't experienced through strategies and roadmaps. We experience it through day-to-day interactions with our colleagues. Inclusion first pushes us to consider things from our own point of view as well as the perspective of others.

Digital First is in and of itself an inclusion first culture. All employees have more time to combine the things they love, without spending unnecessary time commuting.

Since 2023, we have a dedicated I&D Leader, an internal I&D engagement portal and last year, we began measuring employee engagement metrics specifically connected to I&D.

The metrics speaks to our progress and commitment, with our employees rating Inclusion at 8.6/10 at the end of 2023.

For 2024, one of our goals is the creation of a dedicated social community to further engage our

teams on topics in this space. Through collaborative efforts we will formulate a social contract and increase the training and learning opportunities for everyone.

In 2023, we introduced I&D training for leaders as part of the onboarding program, which will be extended to all employees this year.

By continuously asking questions and inviting everyone to partake in the conversation, we want our people to feel that they have a voice in the conversation and a seat at the table.





# WHAT'S NEXT - 2024 AND BEYOND

## PEOPLE

We are continuing our Digital First journey. With the upcoming opening of GO Hubs in Sweden and Malta, all geographical locations will have transitioned to Digital First in 2024. We will continue our efforts to increase the sense of belonging and inclusion for all employees through the rollout of our I&D strategy, and have kickstarted our 2024 activities with an engagement initiative for Black History month, a session to increase knowledge about neurodiversity and an inspiring talk for International Women's Day. In addition, the Internal Communications team have launched an internal podcast, highlighting individuals and their contributions to the continued success of Play'n GO.

We will continue to expand our L&D strategy and further engage our people in our learning platform. The rollout plan includes dedicated learning pathways, community learning and more. Our employees will retain a flexible learning stipend in 2024 for additional training, conferences or book purchases, for a 360-learning experience that balances structured learning with the freedom to choose.

We have conducted a Pay Equity analysis across all locations, working with an external partner to analyze our pay positions and establish if there are unjustified differences between employees performing work of equal value. The purpose of the analysis is to ensure we are and remain fair and ethical employers. It also strengthens our compensation structure and ensures competitiveness. Based on the report data, 96% of all pay positions are well aligned. The small percentage where a discrepancy has been identified will be corrected in the very near future.

The outcome from last year's employee engagement surveys is the need for a benefits upgrade. An increase to the existing remote allowance to support employees with managing short/long-term expenses is one of the upcoming improvements. Employees can choose freely how to allocate this. Increased wellness subsidy, 24/7 remote work support and in some locations improved/new pension plans to align with local market practices are a few more planned upgrades that will be introduced thanks to the valuable feedback from our employees.

## PLAYERS

We have concluded our first public survey on game mechanics, results of the analysis have been compiled and are being presented to stakeholders as we put the finishing touches to this report. It's an important step in learning more about what we can do as a supplier to ensure we fulfil our duty of care for players.

## PARTNERS

We will engage more with regulators, media, customers and other partners, and push for an outright ban on "bonus-buy" in more jurisdictions, but also expand our stakeholder engagement in general as it relates to the totality of the ESG scope, and do our part in ensuring accountability throughout the value chain. We welcome the upcoming MGA ESG Code of good practice and look forward to contributing to increased transparency for Maltese licensees, and raising the bar together on all matters ESG.

## PLANET

We aim to reduce our year-over-year scope 2 carbon footprint by 80% in 2024, a leap forward towards our longer term climate goals. We recognize the challenges in tracking scope 3 and will continue improving data accuracy, as well as continue supporting and championing sustainable innovation both within Play'n GO and across the value chain.





# WE ARE GAME

The journey of sustainable transformation across the environmental, social and governance scope is not without challenges, but we are committed to being a force for good. It is our care for players, partners, people and planet that keeps us striving for a safe gaming experience and a responsible industry, work-life balance and a safe, fun and creative working experience for our people, along with a more sustainable planet for all. By sharing our story, we hope to inspire more companies join forces on this journey.

Whether we are investing in our partnerships, the people we employ, the players we create for, or the planet we live on.

We play together.

We're ready to take on the challenge.

**WE ARE GAME.**

Are you?

