



Highlights
2023 Sustainability Report

Sisal



In 2025, we will celebrate 80 years of history, during which we have accompanied the evolution of gaming in Italy and profoundly transformed our business model, which today is increasingly digital, international and responsible. Along this path, sustainability has always represented an extraordinary opportunity to ensure Sisal's long-term growth, while making a positive impact on society.

Together we can make a difference and contribute to the building of a more responsible future.



Francesco Durante, CEO of Sisal S.p.A.



Listen to the interview with **Francesco Durante**, CEO Sustainability at Sisal



Read the letter to stakeholders in the 2023 Sustainability Report



Highlights 2023 Sustainability Report

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2023 in numbers

Global offering

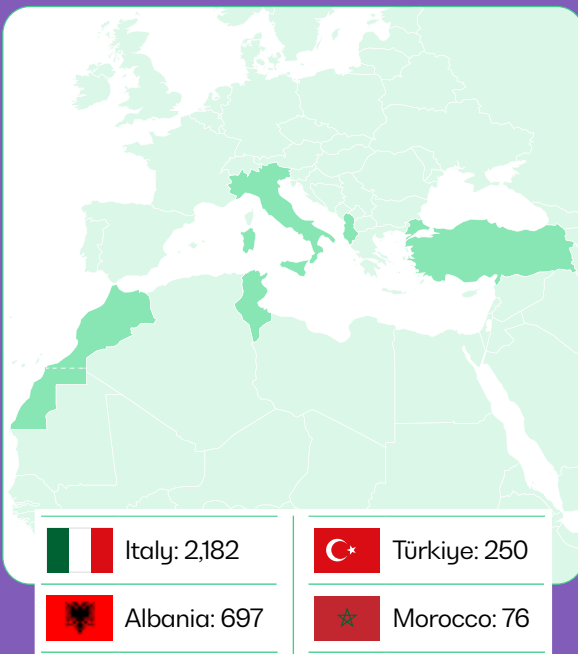
over **49,600** points of sale worldwide with Sisal Group products

over **37,800** points of sale in Italy

35 million customers globally

over **11,800** points of sale in Türkiye and Morocco with Sisal Group products

People and skills



3,205 total employees

-3.4% Gender Pay Gap
(-2.8% vs 2022)

36% of women in top leadership roles

37 nationalities represented

+800 new hires

54,676 hours of training provided

Innovation

163 innovation projects managed since 2021

23 AI & Machine Learning projects launched since 2021

140 people working on innovation projects (FTE)¹

Responsible Gaming

94% of players use Play Well Tool² (Italy)

100% Specialist retailers who have received training (Italy)

7x A.D.A.³ seven times more accurate than the previous version

Environmental impact

-13% energy consumption of the whole Sisal Group (vs 2022)

100% of electricity certified from renewable sources

-15% paper consumption with a reduction of over 550 tonnes of CO₂e (vs 2022)

3,472 tonnes of CO₂e avoided through purchases of Guarantee of Origin (GO) and Energy Attribute Certificates (EACs)

Community

over **450** startup applications in the 2023 GoBeyond Call for Ideas (+29% vs 2022)

79 voluntary work projects launched in 2023

10,298⁴ lives improved in 2022 and 2023

1,249 hours of voluntary work during office hours with the WeDo corporate solidarity programme

Social media presence



77,853 total followers (+13% vs 2022)

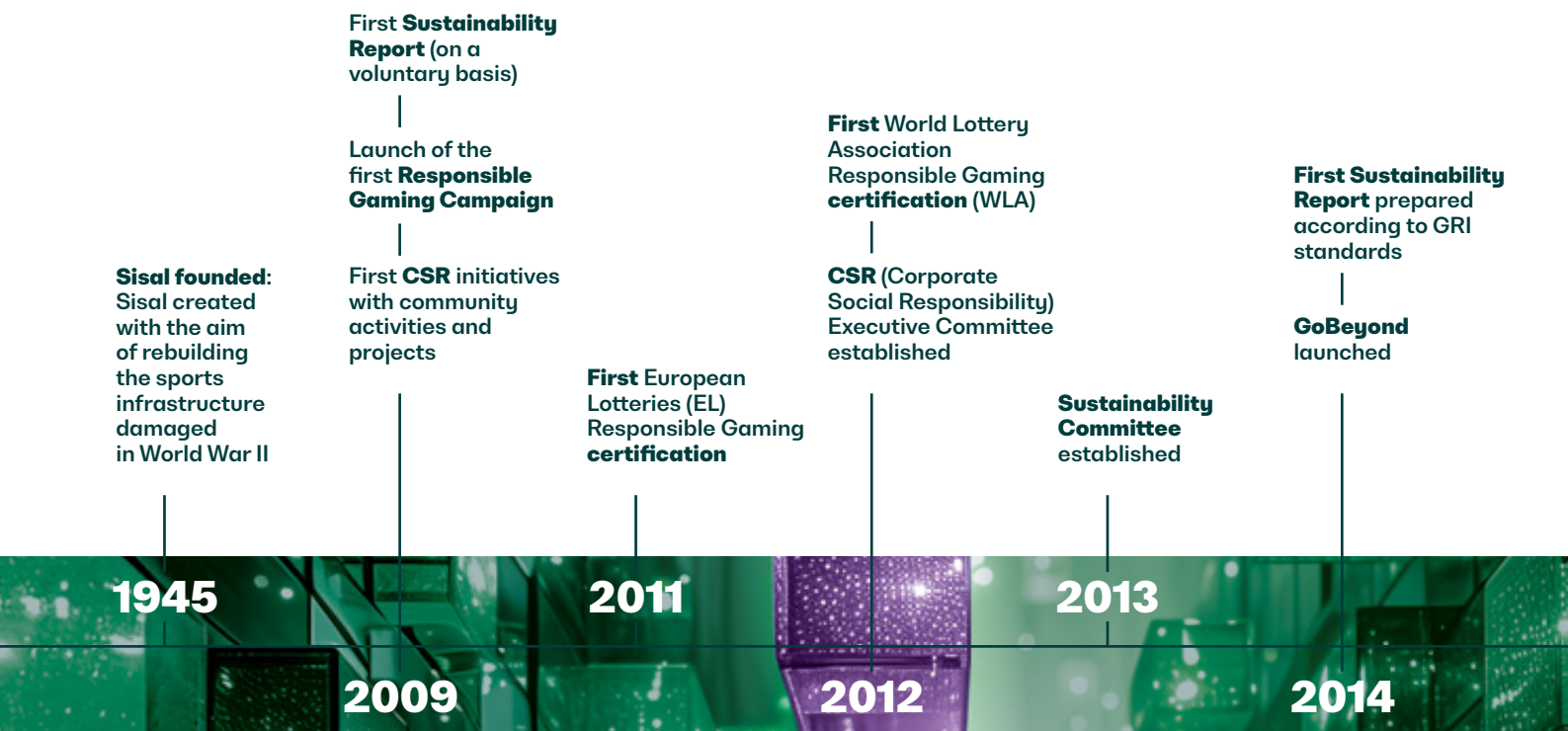
14,128 Interactions (+23% vs 2022)



3.6 million people reached on the GoBeyond Instagram channel during the 2023 Call for Ideas (+2.7% vs 2022)

1 Full Time Equivalent
 2 Play Well Tool: tools to support and protect players, for the prevention of problem players.
 3 Anti Dependence Algorithm.
 4 Calculated on effective lives improved data provided by non-profits, NGOs, associations (when available), or on the cost-per-head ratio provided by Flutter; this cost-per-head is updated every year considering the total amount donated the previous year. Where actual lives improved are provided by the non-profits, NGOs, associations, the cost-per-head calculation is not applied.

Our sustainability story



2023 highlights

FAIR FOUNDATION FOR LISTENING, INNOVATION AND RESEARCH ESTABLISHED

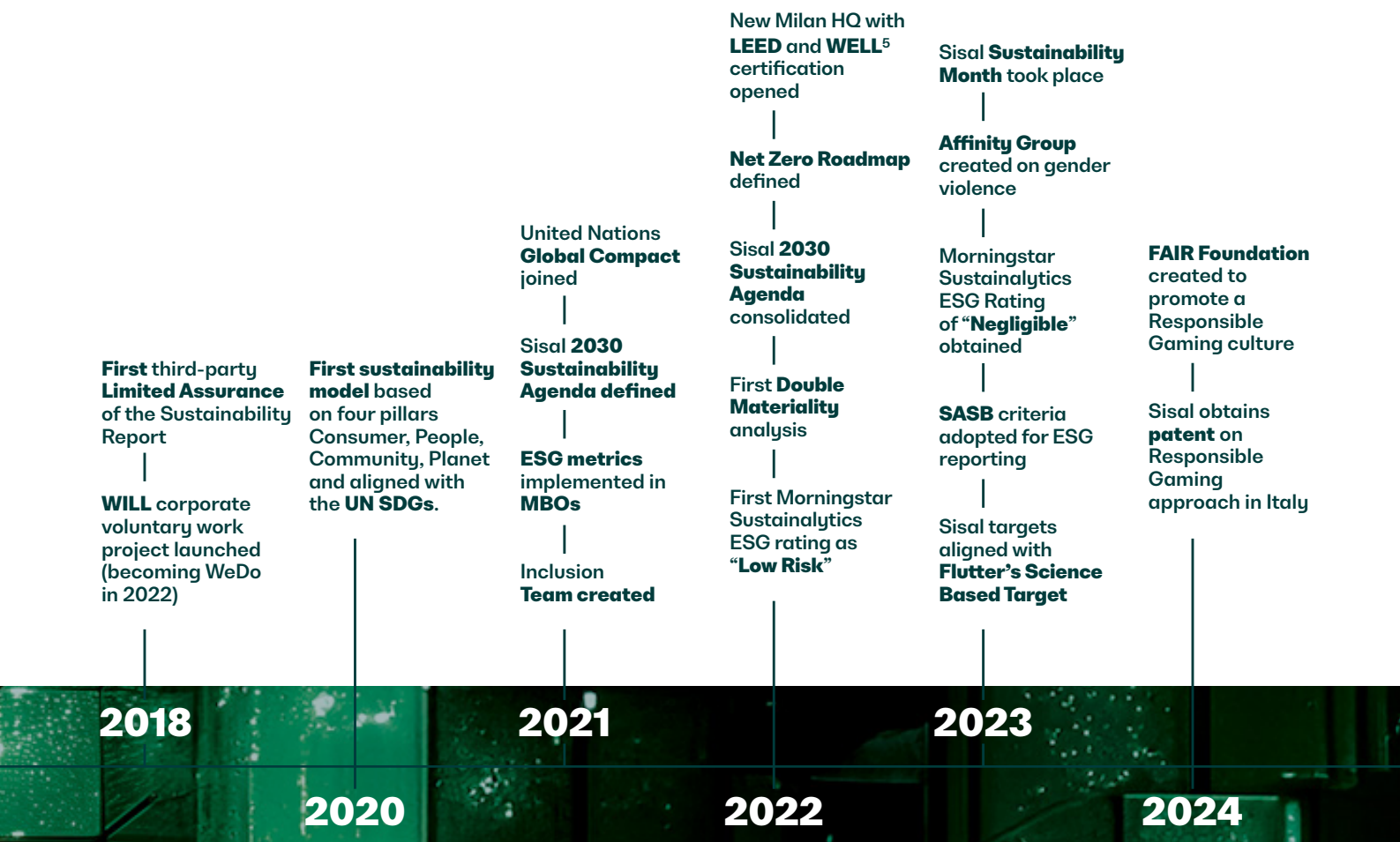
Established on the initiative of Sisal, it acts as a point of reference open to all organisations that want to contribute to research and innovation in the field of Responsible Gaming, with the goal of involving other industry players in planning for the future of the gaming industry based on a scientific approach.

NEW DIGITAL HUBS IN ITALY AND TÜRKIYE

The three new Digital Hubs opened in Naples, Palermo and Istanbul are centres of excellence that form part of the strategy of investing in new technologies and promoting digital skills and talent, in Italy and abroad, to support Sisal's long-term growth plan.

EGR AWARDS 2023: A NEW RECORD FOR SISAL

Sisal confirms its leadership by winning 6 categories in the EGR Awards 2023, the prestigious awards presented to top players in the Online Gaming industry. In addition to Operator of the year (already won in 2021 and 2022), Sisal won Best Safer Gambling operator, Best Diversity & Inclusion model, Best Casino operator and Best Sports Betting operator.



5 The design criteria adopted resulted in gold level International LEED Certification for Green Buildings and bronze level WELL certification from the International WELL Building Institute, the first ever issued in Italy.

SISAL OBTAINS CERTIFICATION FOR ITS RESPONSIBLE GAMING APPROACH IN ITALY

The Italian Patent and Trademark Office recognises the uniqueness of Sisal's approach to automatic recognition and mitigation of risky gaming behaviour, based on behavioural research and Artificial Intelligence, as well as its ability to offer a concrete solution to prevent problem gaming.

SISAL AMONG THE TOP 150 COMPANIES ACCORDING TO THE SUSTAINALYTICS ESG RATINGS

Sisal ranked first globally in the "Casinos and Gaming" industry ESG Risk Ratings released in August 2023 by Morningstar Sustainalytics. Sisal is now officially in the top 150 of over 15,000 companies assessed globally by Sustainalytics.

SISAL HISTORICAL ARCHIVE AND MUSEUM: EMBRACING DIGITAL TECHNOLOGY AND SHARING

The digital version of the Historical Archive went live, with over 10,000 items available to employees as well as to outside researchers and stakeholders who apply for access. The Distributed Museum was opened to the public, with guided tours to mark Enterprise Culture Week.

Our purpose:
build a more responsible future

Mission

**Offer the best Responsible Gaming experience,
generating value for society and people**

Vision

**Be the leading company at international level
in Responsible Gaming, driving digital innovation**

Values

Responsibility



Central to our actions.

It guides our strategy, ensuring aware, sustainable and long-term growth.

People



The heart of our company.

We are committed to listening to, valuing and rewarding each of them so that they can contribute to achieving our corporate purpose.

Innovation



Inspires our company.

It stimulates creativity, supports evolution and growth, and contributes to generating lasting value.

Company profile and entertainment offering

Sisal was created in 1945 from the dreams and insights of three sports journalists: the first Italian company to operate in the gaming market under government concession.

For 79 years, we've accompanied Italy's evolution with our innovations in the world of gaming, offering expertise and generating trust through ongoing dialogue with all stakeholders.

We are part of Flutter Entertainment plc, the world's largest online sports betting and gaming provider, which has a portfolio of internationally recognised brands and is listed on the London Stock Exchange (FTSE 100 index) in the LSE Index and, since January 2024, also on the New York Stock Exchange. We operate in Italy, Morocco, Türkiye and Tunisia with a broad and diversified offering embracing lotteries, betting and gaming in both online and retail channels.

Lottery



Sisal is the exclusive concession company for national lotteries in Italy, with a broad portfolio of successful brands, including the storied SuperEnalotto, WinBox, Win for Life, VinciCasa and many more. Sisal is also a founding partner of EuroJackpot, the only lottery game in Italy with a jackpot pooled across 18 European countries. Sisal's local companies also manage lotteries and instant games in Morocco and Türkiye.

Betting



Sisal operates in the betting sector with a broad portfolio ranging from sports betting and horse racing to virtual sports competitions, as well as having exclusive products in Italy such as Scommesse on Demand and Tipster.

Gaming



Sisal manages amusement machines such as AWP (Amusement With Prize) and VLTs (Videolottery) in the physical channel and online gaming (slot machines, table games and instant games) through the company's proprietary portals and mobile apps.



Read more about the company profile and entertainment offering in the 2023 Sustainability Report

The strategy for a more responsible future



Read more about our Strategy for a more responsible future in the 2023 Sustainability Report

Our strategy to grow the business and promote a more responsible future is how we realise our corporate **Purpose**, the raison d'être and principle that guides all our activities. **The strategy rests on three pillars: Digital Growth, International Expansion, Excellence in Sustainability**, all closely interconnected and perfectly aligned with Flutter's strategy and Positive Impact Plan.

The common thread that guides all our strategic actions is the concept of **Culture**: the culture of innovation, inclusion and responsibility towards the players and the com-

munities where we operate, in Italy and abroad. For Sisal, implementing the strategy means developing all the actions needed to achieve the goals we have set ourselves and promoting **widespread awareness at all levels and in all countries**.

Sisal can make a significant contribution to **building a more responsible future and generating a positive impact on the community** only through collective commitment and a corporate culture firmly rooted in the three pillars.

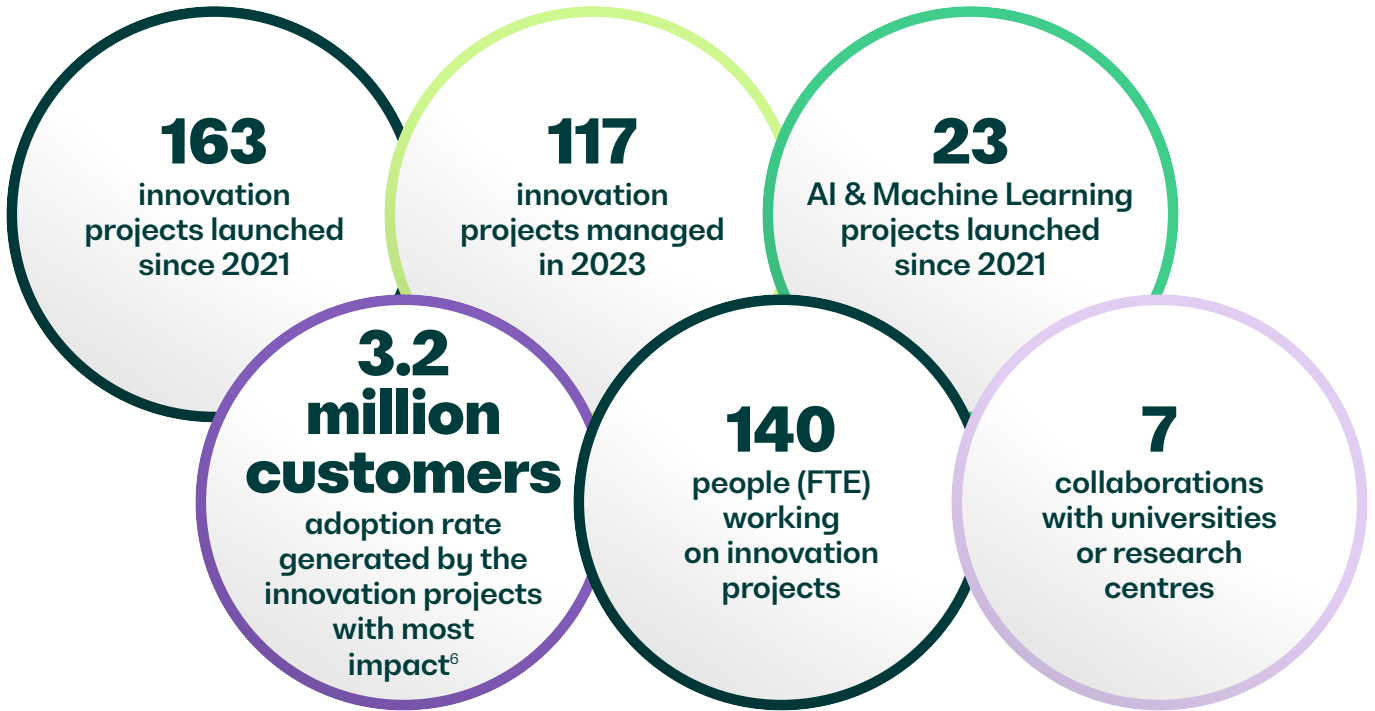
Our business and value creation model

We offer our customers the best Responsible Gaming experience through a broad and diversified portfolio of products in Italy, Morocco and Türkiye, in both online and retail channels. We generate value for society and people, with the aim of being the leading international company in Responsible Gaming and a driver of digital innovation.



Innovation

Innovation is the strategic driver that enables business evolution and the achievement of the long-term goals that we set, leveraging both internal assets and the concept of ecosystem to feed a virtuous circle of scouting, incubation and development of innovative projects.



⁶ Number of customers who interacted with innovation projects. Not unique customers.

Sisal adopts an Open Innovation approach to promoting and implementing innovation in the company, in which technological and digital development extends across all areas and is promoted externally through dedicated projects and initiatives, from support for players to business and research partnerships with Flutter, innovative startups, universities and centres of excellence to sustain community growth. Sisal's innovation ecosystem involves various actors, including:

- **The Strategy function**, responsible for defining the company's innovation strategy and ensuring innovation governance, with the aim of creating the conditions for a coordinated short-term innovation effort and a medium to long-term innovation strategy.

- **The Innovation Lab**, a technology centre of excellence set up in June 2021 and promoted entirely by the company, with a mission to steer and implement the company's technological innovation strategy.
- **The Social Innovation function**, which with Sisal's acceleration programme developed to foster responsible innovation, supports socially useful business projects.
- **The innovation functions distributed** across the corporate structure and **the Innovation Community**, involving Innovation Managers and contact people in the different areas of the company.



Listen to the interview with **Camilla Folladori**, Chief Strategy Officer
Our Innovation strategy



Read the Innovation section
in the 2023 Sustainability Report

Innovation projects

<p>AI solutions designed and developed in-house</p>	<p>In the Responsible Gaming area, we developed and fine-tuned the A.D.A. (Anti Dependence Algorithm) Artificial Intelligence system, the result of Sisal's strong focus on technological innovation and behavioural research.</p> <p>In the Betting area, we have developed two solutions – Tania and Suspiria – to support the bet acceptance process, where the Artificial Intelligence algorithm provides support for managers without replacing them, reducing effort and costs.</p> <p>In the AWP (Amusement With Prize machines) area, we have implemented two AI solutions. A predictive model, Best Time, to determine the best time to replace a gaming machine, and the Best Game system, which uses mathematical characteristics (game duration, frequency of payout, amount of payout) to analyse the similarities between games and suggest the optimal solution to install in each point of sale from over 50,000 possibilities.</p>
<p>Existing AI solutions used to support Sisal's activities</p>	<p>We used the GAIA (Generative AI Assistant) project, developed in 2023 and the first AI Governance solution, to examine 23 generative Artificial Intelligence tools, focusing both on content creation and coding. After a careful selection process, we identified 4 tools that were tested on different use cases related to Sisal's needs to assess their performance and effectiveness: Chat GPT; Midjourney; Neurons; 8 Shapes.</p> <p>Thanks to the study of generative Artificial Intelligence applications, we have also integrated new functions into our customer service operations:</p> <ul style="list-style-type: none"> • Customers are supported by a virtual assistant capable of answering their questions and providing a personalized experience based on their behaviors and actions, with the possibility of switching to human customer service at any time. • A control process on all written interactions of our customers in processes defined as critical for the business. In the past, customer interaction control was carried out manually and only on a limited number. • Support for our call center agents, allowing them to interact warmly and empathetically with customers, setting a tone of voice that is always distinctive of the Sisal brand.
<p>Solutions based on VR and immersive technologies</p>	<p>Wincity VR: Project developed by the Innovation Lab, with the aim of using Virtual Reality to create an explorable and playable digital version of our Wincity Store.</p> <p>Multiverse Lab: This Innovation Lab project is Sisal's first venture into the Metaverse, involving the construction of themed environments in various virtual worlds including Roblox and Spatial.</p>



Listen to the interview with **Katia Colucci**, Head of Innovation Innovation Lab and AI Governance

Internationalisation

Our long-term vision is based on a gradual approach to international development, which takes into account both the need to create sustainable business growth and the adaptation of our organisational structure and our Responsible Gaming model according to the different contexts that characterise each of the countries where we operate.

Our strategy is driven by two complementary concerns:

- **Diversification:** the expansion of the user base in other countries through the acquisition of new concessions and licences, also in joint ventures with Flutter or other companies in its portfolio.
- **Innovation and Digitisation:** the development and management of digital Hubs, designed to support the Group with proprietary digital solutions and innovative services and to ensure proximity to target markets.

Key factors driving Sisal's international strategy



Reputation and credibility



Product innovation



Proprietary technology developed in-house



In-house skills



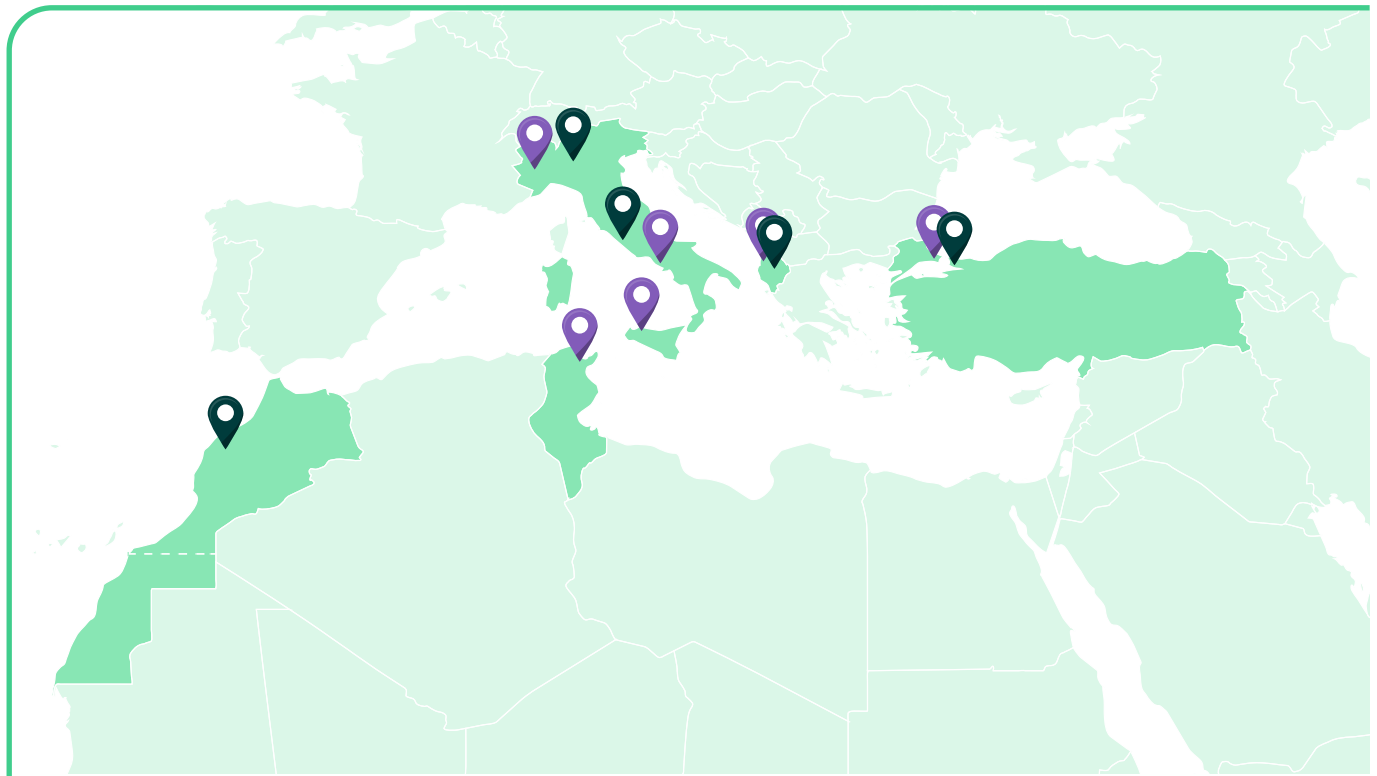
Financial soundness



Read more about our Internationalisation pillar in the 2023 Sustainability Report

Sisal's international presence

Through its Digital Hubs and dedicated gaming companies, Sisal has a presence in the following countries:



Offices

Italy
Milan
Rome

Albania
Tirana

Morocco
Casablanca

Türkiye
Istanbul



Hubs

Italy
Turin
Naples
Palermo

Albania
Tirana

Tunisia
Tunis

Türkiye
Istanbul

Our digital hubs

Innovation is one of the main drivers of **Sisal's internationalisation strategy**, strengthening our competitiveness in a rapidly evolving gaming market and in contexts that have a unique culture and characteristics.

The international Digital Hubs are centres dedicated to the development of technological innovation and the creation of digital solutions, acting as collaborative workspaces that bring together talent from different disciplinary areas. They are designed to support the Innovation Lab by providing additional resources with strong technological skills, promoting solutions close to target markets and supporting the Group's business in general.

Sustainability

We can only achieve our goals and generate value for players, our people and the community through business activities that are responsible towards the people and the local areas we interact with on a daily basis and that are sustainable in the long term.

With the aim of promoting a path of sustainability in line with national and international best practices, in 2021 we developed a **strategic framework that integrates the different impact areas affected by our sustainability commitment**, each of which is broken down into concrete objectives and actions aimed at achieving the goals of **Sisal's Sustainability Agenda**.

In 2023, we **strengthened our sustainability strategy to enhance and align it with Flutter's Positive Impact Plan**, making a direct and integrated contribution to Group-wide commitment.

The strategy is structured around four pillars: **Responsible Gaming, Exemplary employer of choice, Positive impact on the community and Reduction of environmental impact**, in turn supported by two strategic drivers, **Governance & Business Ethics**.

Sustainability Agenda

Zero Problem
Players

Zero Gender
Pay Gap

Zero Net CO₂
emissions

Positive Impact Plan (PIP) by Flutter

Launched by Flutter in 2022, the **Positive Impact Plan (PIP)** aims to promote a long-term commitment to **help guide the business and, more broadly, the gaming world, towards a more sustainable future**. The Positive Impact Plan is an integral part of Flutter Group's overall culture and strategy and guides the activities of all its member companies.

It is structured around four pillars, which correspond to Sisal's strategic pillars.

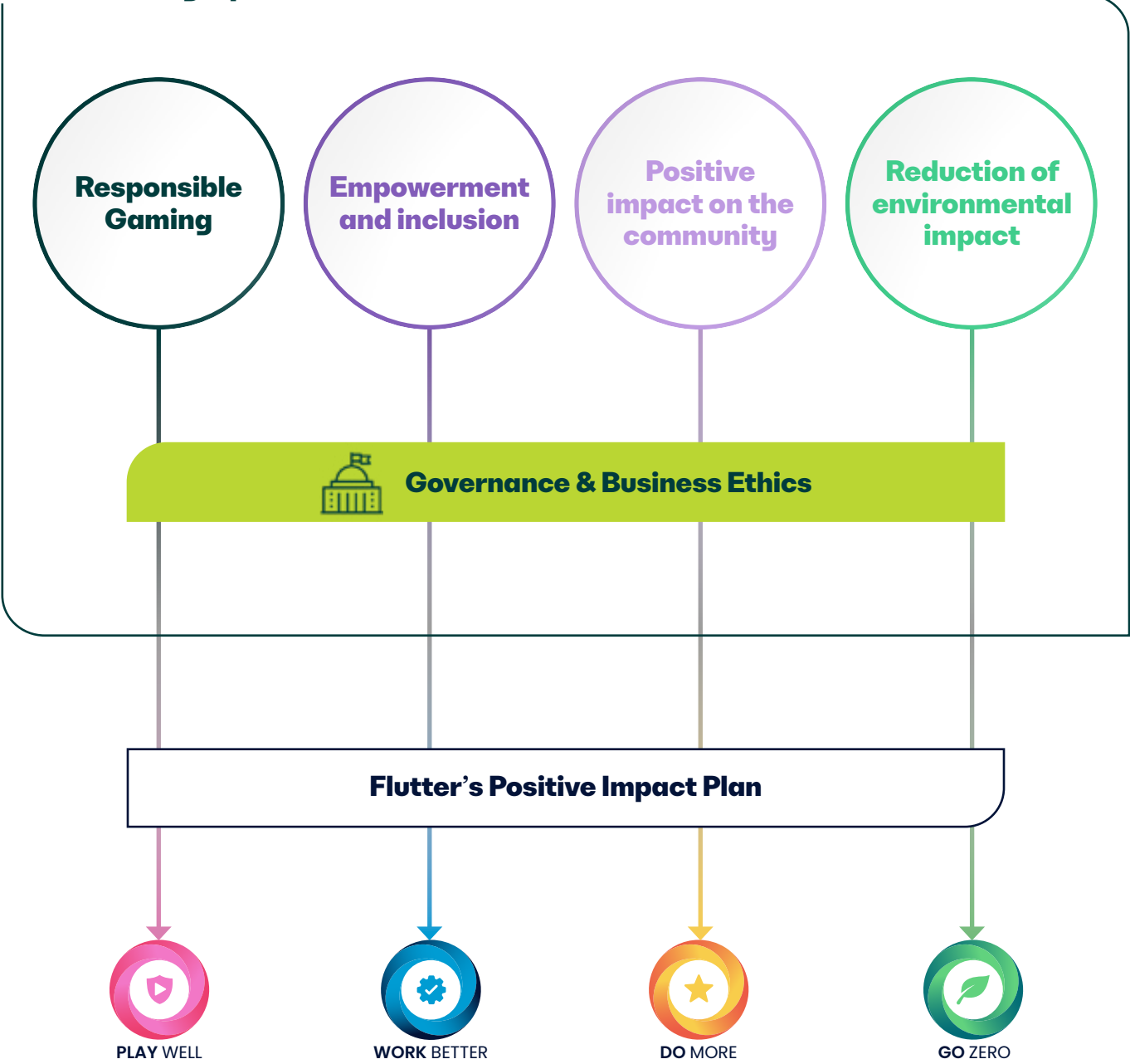


**POSITIVE
IMPACT
PLAN**



Listen to the interview with
Sue Albion, Group Director of Sustainability and Regulatory Affairs
Flutter's Positive Impact Plan

Sisal’s strategic pillars



To pursue our strategy and guide the business towards a more responsible future, we have set **sustainability goals**, measured with indicators linked to the pillars of the strat-

egy, and **defined strategic actions** to achieve them and contribute, in a broader vision, to the goals of Flutter’s Positive Impact Plan.








Read more about our sustainability strategy in the 2023 Sustainability Report

Responsible Gaming




For us, promoting Responsible Gaming is the very essence of doing business and it involves a strategy that looks at the gaming industry in the long term.

We have developed a Responsible Gaming model based on advanced research and tools to identify and prevent negative phenomena. Thanks to our omnichannel model, we've been able to put players front and centre and build an information and support network around them to promote and guarantee healthy, safe and responsible behaviours.

Our objectives

  	Target value	Year	Progress 2023	
Players use Play Well Tool* (Italy)	94%	2024	94%	
Specialist retailers who have received training (Italy)	100%	2024	100%	

* Play Well Tool: tools to support and protect players, for the prevention of problem players.

 Target achieved
  Progress in line with target
  New Target

Main steps forward in 2023

<p>Development and patenting of the A.D.A. algorithm</p> <p>for identifying problem players</p>	<p>1,453 hours of training</p> <p>provided to employees on Responsible Gaming</p>	<p>30,000 players involved</p> <p>in our research activities</p>
<p>Promotion of the first</p> <p>Research Doctorate in Responsible Gaming</p> <p>in collaboration with Università Cattolica in Milan</p>	<p>Creation of the</p> <p>FAIR Foundation</p> <p>to promote the development of a culture and tools for preventing problem gaming</p>	<p>Certification of Sisal's approach to Responsible Gaming in Italy</p> <p>by the Italian Patents and Trademarks Office</p>



Listen to the interview with **Stefano De Vita**, Responsible Gaming & Global Research Director Responsible Gaming in Sisal



Read more about Responsible Gaming in the 2023 Sustainability Report

Our impact

<p>Investments in scientific research</p>	<p>We work in partnership with universities to understand gaming behaviours and develop a predictive model for problem phenomena.</p> <p>Thanks to the research carried out, it was possible to develop, in collaboration with Università Cattolica in Milan, a new PGSI⁷ analysis model that aims to define a different and more profound classification of problem players in three clusters (on the basis of gaming behaviours and psychological motivations, and the identification of risk indicators enabling prompt and personalised intervention. The results of the new research model have been scientifically validated with the publication of a paper.</p>
<p>Development of player protection tools</p>	<p>We develop and implement efficient player protection tools through technological innovation and Artificial Intelligence, and also thanks to transparent communication.</p> <p>In particular, the A.D.A. (Anti Dependence Algorithm) is an Artificial Intelligence system based on our socio-behavioural model, defined in collaboration with Università Cattolica and fed by real data from the gaming experiences of over 600,000 customers every month. This algorithm can analyse players' behaviours and flag any signs of problems, thus predicting at-risk behaviours and profiles.</p>
<p>Education in balanced and aware gaming</p>	<p>We continuously inform our colleagues, retailers and customers, guiding them towards more conscious and secure behaviors.</p> <p>In 2023, the Responsible Gaming section of Sisal's websites and online gaming apps was totally renewed (both texts and graphics) to give even more effective support to all players and inform them about Sisal's protection tools.</p> <p>We also introduced two more new obligatory training courses for the entire retail network, involving over 26,850 retailers across Italy.</p>
<p>Player support</p>	<p>We identify and support players by adopting customized mitigation actions and standing by their side even when gaming is no longer enjoyable.</p> <p>We also provide expert support for players who may have developed a gaming-related disorder through two main channels: the free online treatment service provided by FeDerSerD (Italian Federation of Addiction Departments and Service Operators) and the Italian national freephone number for gambling-related issues (TVNGA) at the Istituto Superiore di Sanità.</p>
<p>Performance measurement system</p>	<p>We measure the efficiency of the system with specific indicators, based on research and our experience in the sector. We have defined a scorecard for the periodic measurement of results to enable progress monitoring on Responsible Gaming targets. The main KPIs are updated through a monthly performance assessment and evaluated by the Leadership Team to gauge the effectiveness of the Programme and implement any necessary corrective actions.</p>
<p>Adapting the strategy for foreign subsidiaries</p>	<p>We are committed to promoting our approach to Responsible Gaming in all the countries where we operate. This means not only introducing, where applicable, practices and tools developed for the Italian market, but also promoting a shared culture of gaming as a form of entertainment that avoids excess.</p> <p>Every country has its own gaming rules and customs, so it's necessary to get everyone in our local teams to promote our Responsible Gaming strategy and to propose and develop initiatives compatible with local legislation and circumstances.</p>











7 The calculation methodology integrates the indications of the study by the London School of Economics and Political Science "How survey mode affects estimates of the prevalence of gambling harm: a multisurvey study", published February 15, 2022.

Exemplary employer of choice

We are committed to unleashing people's full potential by making Sisal a place in which to grow and prosper.




People are the beating heart driving growth and the generation of long-term value in the company. Our objective is to create a working environment that is exemplary and can be tangibly measured, by leveraging active listening and a collaborative approach to co-creation together with the various Sisal teams.

Our objectives

   	Target value	Year	Progress in 2023
Gender Pay Gap - Average	-5%	2025	-3.4% 
	0%	2030	
Women in top leadership roles	40%	2026	36% 
Average annual training hours per employee	16	2025	17.1 
Participants involved in the Discover Your Talent programme*	25%	2025	25% 
Participants involved in the Boost Your Leadership talent programme**	20%	2025	24% 

* The target refers to the cumulative total for 2022-2025 and under 32s with at least one year of service.

** The target refers to the cumulative total for 2022-2025.

 Target achieved  Progress in line with target  New Target

Main steps forward in 2023

-3.4% Gender Pay Gap
(-2.8% vs 2022)

2025 target achieved one year early

Sisal's first participation in **Milano Pride** with a company delegation

Retaining talent **-3% voluntary turnover**

Drafting of guidelines **Expected Behaviours**

for correct intercultural communication

Over € 2 million paid out to our people in welfare bonuses and wellbeing initiatives

Fondazione Libellula Award **Inspiring Company 2023**

to Sisal for its commitment on gender violence



Listen to the interview with **Sian Carson**, Chief People Officer Sisal's People Strategy



Read the Exemplary Employer of Choice section in the 2023 Sustainability Report

Our impact







<p>Diversity, Equity and Inclusion (DEI)</p>	<p>In recent years, Sisal has chosen a path of cultural change towards inclusion and respect for diversity as the main pillars of the Group culture and our projects, with a focus on the different areas covered by DEI: Gender, Disability (Accessibility), LGBTQIA+, Generations and Multiculturalism. This path was implemented with a co-creation approach, by listening to colleagues' needs and forming a horizontal working group, the Inclusion Team.</p> <p>DEI Talk - Awareness Programme A series of webinars and panel discussions (assisted by experts) on DEI topics, starting from reasons why, historical constructs and a better understanding of what we can do as individuals and as an organisation to work actively in the co-construction of an inclusive and respectful environment.</p> <p>Women Empowerment Programme Our programme for women aimed at providing tools for dealing with cognitive bias and the obstacles surrounding them, thereby favouring their personal and professional growth.</p> <p>DEI Managerial Trainings We provide training on inclusive leadership, disability management, multiculturalism and generational complexities specifically for managers. We also took part in the Flutter Female Mentoring Program for women managers to support and encourage female colleagues to develop their skills and career paths.</p>
<p>Training, growth and talent development</p>	<p>Sisal offers everyone the chance to invest in their growth by completing innovative training courses with a focus on people's employability and self-development and on a broad-based learning culture.</p> <p>Professional training and growth We promote flexible training paths (both independent and collaborative) and dialogue and collaboration between employees and their managers. Through our FLEXILEARNING guidelines, we encourage a responsible and continuous approach to personal development and make recommendations on the minimum time to dedicate to individual learning and the most effective methods to use.</p> <p>Talent development The new Performance Management system was launched in 2021 not only to develop our people but also to promote a culture of continuous improvement and feedback. It's a transparent process that enables monitoring of annual performance in terms of results achieved (business and individual) and the skills deployed by individuals with respect to Sisal's Skills Model. This is applied in our foreign countries too in order to guarantee the same approach for all our people.</p> <p>We also developed Talent Management programmes, each addressing a different category in the corporate population.</p>
<p>Full personal wellbeing</p>	<p>We foster the physical and mental wellbeing of people who work at Sisal and this has a positive impact on our working environment and on the wider social context.</p> <p>We believe that wellbeing is much more than simply a disease and stress-free workplace. In fostering people's full wellbeing, we intend to embrace every aspect of their professional and personal lives, as we recognise the interconnection between physical health, emotional wellbeing, professional satisfaction and sense of belonging.</p> <p>SisalCare, corporate wellbeing in Sisal</p> <ul style="list-style-type: none"> • Subsidized access to a network of sports and wellness centers, corporate gym, webinars on nutrition topics, and organization of sports tournaments. • Collaboration with Mindwork aimed at offering online psychological counseling. • Supplementary health insurance and access to specialist and preventive visits. • Attention to parenting through additional leave and permits, financial contributions, support and training initiatives, and collaborations with dedicated associations. • Corporate smart working.




Positive impact on the community

We maintain an open dialogue with our communities and aim to spread a culture of social solidarity where everyone can become an agent of change.

Our positive impact strategy addresses two main areas: **Social Innovation**, through long-term projects to sustain and valorise the startup ecosystem and relative enterprise and technology skills, and **Corporate Solidarity**, to develop powerful projects and relations in support of good causes and to help in emergency situations in partnership with associations and non-profit organisations. This is a way for Sisal to stay connected to the communities in which it operates and build relations with the outside world by investing in inclusive growth and collective wellbeing.

Our objectives

 3 GOOD HEALTH AND WELL-BEING	 8 DECENT WORK AND ECONOMIC GROWTH	 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Target value	Year	Progress in 2023
Number of lives improved since 2022			30.000	2024	10,298 
Hours of corporate voluntary work in the period 2022-2025			2.500	2025	1,949 
Sisal Group employees engaged in corporate voluntary work in the period 2022-2025			1.000	2025	589 

 Target achieved
  Progress in line with target
  New Target

Main steps forward in 2023

<p>Hours of corporate voluntary work 2022-2023</p> <p>+78% (vs 2022)</p>	<p>Employees involved in the WeDo programme</p> <p>+57% (vs 2022)</p>	<p>€ 886,200</p> <p>allocated to activities with an impact on the community (+38% compared to 2022)</p>
<p>10,298</p> <p>lives improved in 2022-2023</p>	<p>79 voluntary work projects</p> <p>active in 2023</p>	<p>1,249 hours</p> <p>devoted to voluntary work</p>



Read more about our impact on the community in the 2023 Sustainability Report

Our impact








<p>Social Innovation</p>	<p>We make every effort to provide practical, constructive answers to economic and social problems and aim to contribute to the development of society in innovative ways.</p> <p>GoBeyond The responsible innovation platform created by Sisal to support the ecosystem of start-ups and anyone who has a socially and environmentally useful business idea. Originally a contest for start-ups launched in 2017, GoBeyond is now a programme organised around three strategic pillars: Call for Ideas, Academy and Community.</p> <p>The seventh Call for Ideas, held in 2023, involved a record of over 450 startups (up 29% on 2022) that operate in high social impact sectors like healthcare, ICT, clean technology, food & beverage, fashion, education and lifestyle. Of these startups, 35% were headed by women, which is well above the national average, and 40% were offering a product/service already active or in any case ready to be brought to market.</p> <p>The GoBeyond Academy carried forward its training work by providing three free-of-charge workshops for learning and applying skills required in the generation, development and implementation of a business idea with social/environmental impact.</p> <p>Lastly, through the GoBeyond Community, we inspire the future generations and create content and events to give start-ups the visibility they need to network and grow. We organised three events to involve and connect partners, startups and Sisal's Innovation Community on relevant topics such as generative Artificial Intelligence, failure as an engine of innovation, and life-work balancing for a startupper.</p>
<p>Corporate Solidarity</p>	<p>Sisal is constantly investing in Corporate Solidarity projects and initiatives to build valuable relations with the community in which it operates and promote inclusive growth and collective wellbeing. We work for social and environmental causes or to provide support in emergencies through voluntary work projects, donations and fundraising initiatives, partnerships with associations and non-profit organisations.</p> <p>WeDo Our corporate solidarity programme, an idea launched in 2018 to enable our people to dedicate working hours to voluntary work, channelling their desire to help others and feel socially useful. A project fully in line with an approach that has always marked us out, that of building social responsibility into our corporate culture, in the interests of real sustainability. 2023 saw a significant increase in the number of employees involved in the WeDo programme and in the hours devoted to voluntary work.</p> <p>The programme is based on our colleagues being able to use up to 4 working hours a month to do voluntary work using the company platform WeDo, a user-friendly mobile portal that connects them to associations that decide to join our network. On the platform it is possible to discover the initiatives supported by Sisal, group volunteering carried out by colleagues from other functions, any fundraisers and donations in progress, as well as keeping up to date with what's happening in the world of solidarity and report associations or causes to support.</p>

Reduction of environmental impact

Sisal is carrying out an action plan to protect the environment, reduce consumption of natural resources and create sustainable value.

To stop or mitigate the effects of our operations on the climate and ecosystems, we have developed a process to **understand, map and measure our environmental impacts** along the entire value chain, in terms of emissions, energy consumption and raw material use from a circular economy perspective, and **set short- and long-term reduction targets**. We are also investing in technologies that enable us to precisely monitor and publicly disclose our progress and in innovative solutions that favour the transition to a low carbon economy.

Our objectives




   	Target value	Year	Progress in 2023	
Reduction of GHG emissions (scope 1, 2 - market-based - and 3)*	-50%	2030	18%***	
GHG emissions (scope 1, 2 - market-based - and 3)*	0	2035	32,684 ton CO ₂ e	
Reduction of energy consumption through LED lighting (100% of the offices and direct points of sale in Italy)**	-5%	2024	-15%	

* Baseline 2022. Including offsetting.

** Baseline 2022.

*** In 2023: Scope 3 emissions reporting enhanced, company car fleet increased by 2%, no. of points of sale increased by 3%, no. of employees increased by 8%. Finally, the expansion into foreign markets led to the purchase of assets whose emission impact affected Scope 3.

GHG emission reduction targets were redefined to align with Flutter's Net Zero targets.

 Target achieved  Progress in line with target  New Target

Main steps forward in 2023

-15% energy consumption

thanks to LED lighting (vs 2022)

2024 target achieved one year early

13% energy consumption

across the entire Sisal Group (vs 2022)

100% of electricity

certified from renewable sources

-15% paper consumed

vs 2022

3,472 tonnes of CO₂e avoided

through purchases of Guarantee of Origin (GO) and Energy Attribute Certificates (EACs)

1,758 tonnes of digital emissions

Neutralised by certified CO₂e storage projects



Read the Reduction of Environmental Impact section in the 2023 Sustainability Report

Our impact





<p>Energy efficiency</p>	<p>We invest in innovative solutions that allow us to streamline processes and reduce energy consumption at our office locations and network points of sale, contributing to the energy transition.</p> <p>Our direct energy consumption is mainly associated with building management and fuel consumption by the vehicles in the corporate fleet.</p> <p>In 2023, we carried forward projects launched in 2022 and planned new initiatives to reduce our energy consumption by improving the efficiency of buildings that host our operations and the technological systems used in our points of sale and to reduce the emission impacts of fuel consumption by IC vehicles.</p> <p>2023 saw the completion of the installation of two photovoltaic plants for self-production of electricity in the Rome and Peschiera Borromeo sites, covering around 10% and 45% respectively of the buildings' energy requirement.</p>
<p>Reducing CO₂e emissions</p>	<p>We have implemented or initiated several initiatives with the aim of reducing direct and indirect CO₂e emissions and achieving the Net Zero target by 2035, contributing to the Paris Agreement on climate change.</p> <p>In 2023, Sisal's decarbonization journey received a strong boost with the decision to align our GHG emission reduction targets with the Flutter Group's Science Based Target, approved by the Science Based Target Initiative (SBTi) in April 2024. We will work on this by involving our suppliers and customers to reduce emissions along the entire value chain.</p> <p>Sisal calculates greenhouse gas emissions based on the GHG Protocol Corporate Standard, with geography- and activity-specific emissions factors applied.</p> <p>In 2023, we further strengthened and fine-tuned our Scope 3 emissions reporting, introducing further sector-relevant categories in the calculations.</p>
<p>Responsible consumption of raw materials</p>	<p>We have an ongoing commitment to reduce the impact of paper consumption, by preferring digital solutions and by using renewable and recyclable materials, including FSC certified paper from responsibly managed forests.</p> <p>The most important aspect relates to waste deriving from the end of life of electrical and electronic equipment (WEEE), which includes both the IT resources of Sisal employees, as well as the terminals and gaming equipment in points of sale.</p> <p>Indeed, Sisal has various repair and reconditioning workshops for electronic equipment (displays, computers, printers, keyboards and other electronic devices), with the aim of extending the lifespan of the technologies used and thus reducing the amount of waste produced.</p> <p>In 2023, we decided to work with ReLearn, an innovative startup founded in 2021 to use Artificial Intelligence to monitor and manage waste. The purpose of this collaboration is reducing our environmental impact and promoting a sustainability culture among employees in a smart and innovative way.</p> <p>We then launched a pilot project with sensors installed in the Milan headquarters and one floor of the Rome office to monitor urban waste sorting.</p>

Business ethics




We believe in an ethical approach to business, in a set of behaviours and values that determine an individual's conduct within and towards the community.

The creation of value in the medium- and long-term and the achievement of strategic objectives will not happen without adopting, promoting and guaranteeing an ethical approach to business, which at Sisal is based on three pillars: Business Integrity, Data Ethics, Security. It is a commitment that translates into the fight against bribery, the protection of privacy and corporate assets, and cybersecurity, with a growing focus also on respect for human rights and non-discrimination. We are committed to this approach along the entire chain and in all the countries where we operate.

Our objectives

 	Target value	Year	Progress in 2023	
% hours of ICT system availability to support the gaming platforms*	100%	Every year	100%	
% employees attending training activities on business ethics, data privacy and security	≥95%	Every year	97%	

* Calculated as the average availability of the various businesses and services.

 Target achieved
  Progress in line with target
  New Target

Our ethical framework

Sisal is the first company in the gaming sector in Italy to obtain the

ISO 37001:2016 certification

of the Anti-Bribery Management System

Sisal activated the

Speak Up! platform

for receiving and managing whistleblowing reports, available in all the Group's languages

Sisal implemented and certified an

Information Privacy Management System (ISO 27701: 2019)

Sisal now has a

Chief Information Security Officer (CISO)

for infrastructure and IT systems security



Read the Business Ethics section in the 2023 Sustainability Report

Our impact

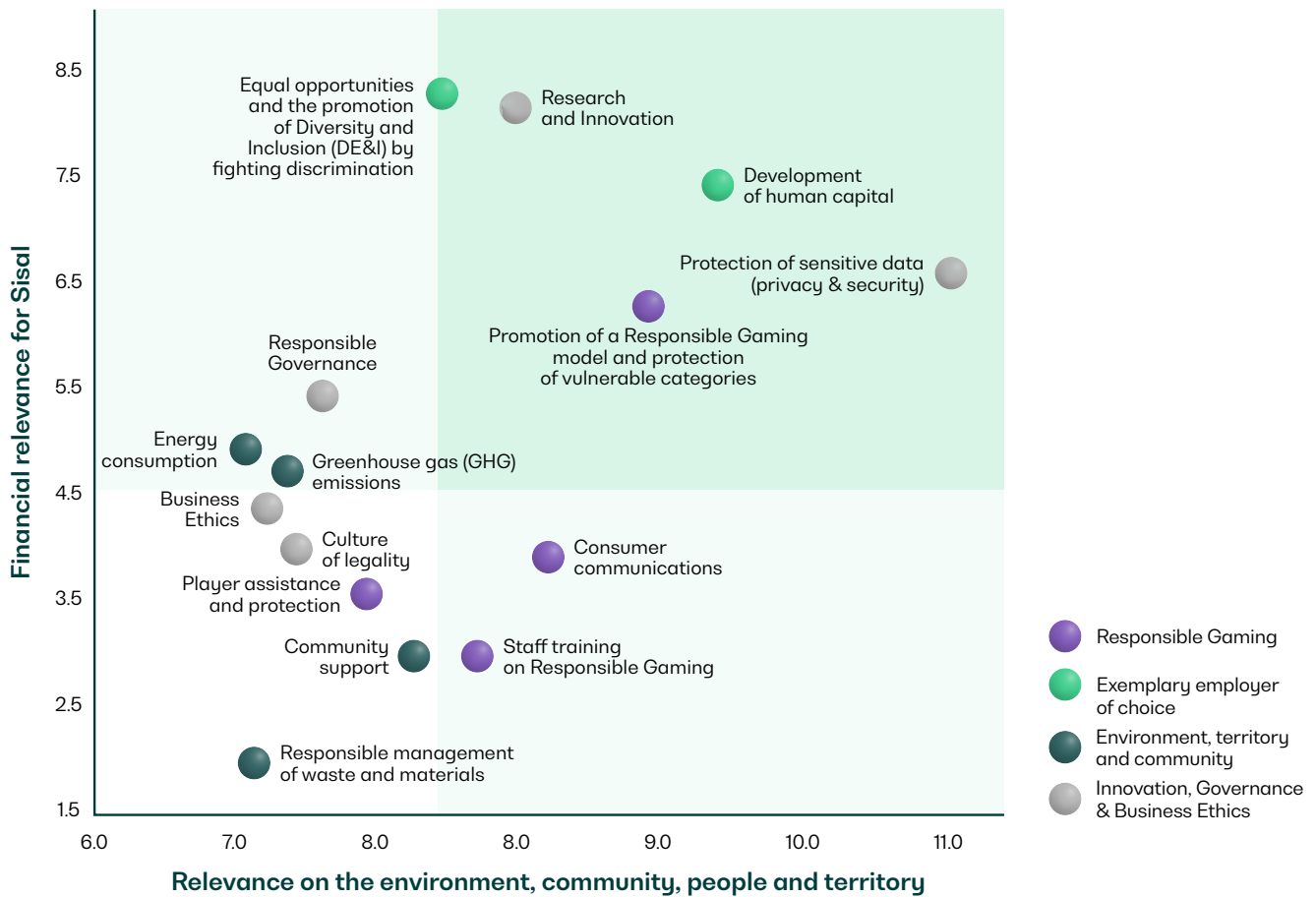
<p>Business Integrity</p>	<p>The ways Sisal and its employees act, in compliance with the law and regulations and inspired by the principles of legality, loyalty, fairness, transparency and responsibility.</p> <p>In particular:</p> <ul style="list-style-type: none"> • Combating Bribery, through a system of rules, models, controls and training and communication measures constantly developed and promoted at all levels of the organisation. • Conflict of interest management, with policies and procedures in place to guarantee the communication, identification, management and monitoring of conflicts of interest, whether potential or actual. • Ethical and transparent commercial practices. • Respect for human rights and non-discrimination, by adopting adopted a Human Rights & Anti-Discrimination Policy in line with major international agreements. • Whistleblowing, through the platform Speak Up!, available to employees and externals. • Combating money laundering and the funding of terrorism.
<p>Data Ethics</p>	<p>The adoption of fair and honest practices for collecting and processing personal data (in terms of methods, types and purposes) and insistence on maximum transparency towards our customers.</p> <p>Our three main lines of action:</p> <ul style="list-style-type: none"> • Eminence & Strategy: Awareness and training to employees and third parties, continuous monitoring, information notices and public documents, Cookie management on Sisal’s websites and mobile app. • Privacy & Accountability: Adopted an internal governance model and identifying the roles and responsibilities of subjects involved; policy and procedure documents have been drawn up and are regularly updated; a process has been implemented to guarantee tracking of Sisal’s activities involving the personal data processed; a checklist has been adopted to assess privacy protection “by design” and “by default”; and a risk analysis and impact assessment methodology has been adopted. • Responsible Data Sharing: Privacy clauses are drafted and negotiated in contracts and specific data protection agreements, and guarantees provided by the third party are verified.
<p>Security</p>	<p>We guarantee respect for the confidentiality, integrity and availability of IT infrastructure and systems.</p> <p>Cybersecurity is an enabling factor in the pursuit of business objectives. This is why we have defined a specific strategy based on the following principles:</p> <ul style="list-style-type: none"> • Security governance: We now have a Chief Information Security Officer (CISO), who provides strategic vision and ensures ongoing improvement of processes to mitigate the cybersecurity risks we face. • Cybersecurity culture: Training activities are provided at all levels of the organization and tests their efficacy by simulating attack scenarios to verify the organisation’s capacity to react effectively. • Security enforcement: we have invested in security technologies and activities to boost effectiveness in the security event and incident identification and response phases; we also carried out periodic test activities to ensure that the operational continuity management system can effectively handle the main unavailability scenarios, also through penetration tests.

Double materiality analysis

Ongoing dialogue with stakeholders is how we define the strategic priorities for the development of our business and the environment in which we operate, as well as guiding our sustainability efforts.

The materiality analysis carried out in early 2023 takes account of both impact materiality (inside-out perspective) and financial materiality (outside-in perspective), in line with the new requirements of the GRI Standards (2021) and the European Sustainability Reporting Standards (ESRS). The process implemented was developed as described below:

- Context analysis** to identify the list of potentially relevant topics.
- Relevance assessment on the topics** by top management and a representative panel of stakeholders based on surveys and focus groups.
- Assessment of positive and negative impacts** associated with the topics through surveys and focus groups. The results were used to define the impact materiality.
- Assessment of positive and negative financial impacts** associated with the topics through one-to-one interviews with several members of the management team. The results were used to define the financial materiality.
- Creation of the double materiality matrix** from the aggregated results of the previous steps.



Priority topics

Promotion of a Responsible Gaming model and protection of vulnerable categories

Protection of sensitive data (privacy & security)
Research and Innovation

Equal opportunities and the promotion of Diversity and Inclusion (DE&I) by fighting discrimination
Development of human capital



Read more about the materiality analysis in the 2023 Sustainability Report

ESG rating

Sisal: top-ranking company in the industry according to the Morningstar Sustainalytics ESG rating.



In August 2023, Sisal received an ESG risk rating of **8.9** from Morningstar Sustainalytics, which corresponds to a **negligible risk** of being impacted by ESG factors, the lowest on the scale of five risk levels. **Morningstar Sustainalytics** is the leading ESG research, ratings and data company that supports investors worldwide in developing and implementing responsible investment strategies.

The ESG Risk Ratings by Sustainalytics measure a company’s exposure to sector-specific ESG risks and the level of management of those risks, placing companies into five risk levels.

Sisal ranks first in the “Casinos and Gaming” industry worldwide out of 85 companies analysed, second in the “Consumer Services” industry, and is in the top 150 of 15,438 companies assessed globally by Sustainalytics, improving on the previous year’s assessment.

Within Sisal’s sustainability strategy, particular attention and improvement have been recognized in environmental performance, business ethics and governance, and attention to people (listening culture).

The significant result attributed to the company validates the sustainability path that Sisal is pursuing, aligning with the best national and international practices. Sisal is developing a framework capable of integrating the various ESG dimensions with the goal of building a more responsible, digital, and inclusive future.

Sisal also obtained two badges:

Industry top rated



In 2023, Sisal was recognised by Sustainalytics as a top ESG performer out of more than 15,000 companies evaluated worldwide, earning the 2023 Industry Top-Rated Badge.

Regional* top rated



This award from Sustainalytics underlines the robustness of Sisal’s ESG commitment, identifying it as a top performing company in its region.

* The regions defined by Sustainalytics are Africa/Middle East, US and Canada, Caribbean and Latin America, Europe and Asia/Pacific.



Sisal Sustainability Month

From 23 October to 24 November 2023, Sisal's Sustainability Month was dedicated to the culture and strategy of sustainability at Sisal, to give all employees the opportunity to explore in depth topics related to Responsible Gaming, empowerment and inclusion, social innovation, reduction of environmental impacts, community support projects and business ethics.

During the Sustainability Month, **14 events** were organised involving **more than 3,000 people** in face-to-face workshops, webinars, **3 gamification activities** and **5 volunteer initiatives** as part of the WeDo programme. The most significant activities included:

Over 100 colleagues

in Milan spent a few hours packing **43,200** food rations, destined for the Zimbabwe Schooling Programme and enough to feed **200 girls and children for a year**.

Over 80 colleagues

in Rome participated in a "cleaning up" event in the Caffarella Park and surrounding areas. Thanks to their work, **over 600 kg of waste** was collected, mostly plastic and glass.

14 colleagues

from Sisal Şans Türkiye participated in a "cleaning up" event at Sile beach in Istanbul. As a result of the voluntary work, **450 kg of waste** was collected.

A group of **16 colleagues** from the Digital Hub in Albania worked together to plant **40 trees** in the Tirana National Park. The activity contributed to local **reforestation** and served to **raise colleagues' awareness** of climate change issues.

4 colleagues from the Tirana hub shared their coding skills with girls and boys from the Tumo Digital Centre, as part of a day dedicated to stimulating the curiosity of the new generations towards **STEM subjects** and new digital professions.

Sisal people took part in a quiz game for charity: each correct answer funded Coopii, supporting the psychosocial and economic reintegration of **33 war-affected single mothers** in the Democratic Republic of Congo.

At Sisal, innovation and sustainability create an indissoluble bond.

Today, making innovation also means using technology to tell our sustainability story in a different way.

The images in this Sustainability Report were created using the most advanced Artificial Intelligence tools. Through data and key words from our sustainability performance, we created "prompts" to guide the AI in generating the images that accompany our narrative.

These images are unique because they reflect our commitment and achievements, becoming an exclusive asset of our sustainability; they invite you to explore and delve deeper into the commitments and principles that guide our strategy towards a more responsible future.

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