



**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.

At the centre of this vision is the importance of radically integrating Diversity, Equity and Inclusion (DEI) into our values and our culture, promoting this at every level, both in Italy and the various

countries where we operate, and taking account of the various local realities.

We are perfectly aware that the effect of our policies on our people goes well beyond the confines of the company to positively influence our collaborators' families and communities.

This awareness urges us to work tirelessly for their professional development and wellbeing, with a focus on the objective recognition of individual talents and ensuring a healthy work-life balance.

## Main steps forward in 2023

**-3,4% Gender Pay Gap**  
(-2,8 p.p. vs 2022)

2025 target achieved one year early  
(page 110)

Sisal's first participation in  
**Milano Pride**

with a company delegation  
(page 109)

Retaining talent

**-3 p.p. voluntary turnover**

(page 112)

Drafting of guidelines

**Expected Behaviours**

for correct intercultural communication  
(page 108)

**Over €2m**

paid out to our people in welfare bonuses  
and wellbeing initiatives

(page 119)











Fondazione Libellula Award

**Inspiring Company 2023**

to Sisal for its commitment  
on gender violence

(page 112)

## Our objectives

 3 GOOD HEALTH AND WELL BEING	 4 QUALITY EDUCATION	 5 GENDER EQUALITY	 8 DECENT WORK AND ECONOMIC GROWTH	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. Discover Your Talent is a programme for under 32s that helps identify young people's potential and develop their skills.

\*\* The target refers to the cumulative total for 2022-2025. Boost Your Leadership is a programme that facilitates the development of middle managers' managerial skills.



Target achieved



Progress in line with target



New Target



WORK BETTER

Sisal also contributes to the “**Work Better**” pillar of Flutter’s **Positive Impact Plan**, which represents the Group’s commitment to “building a fair and inclusive working environment that recognises the value of diversity”.

The Group’s goal is to have **40% of women in leadership roles by 2026**.

### Work Better: Goal

**40%**

women in leadership roles in 2026

### Sisal’s contribution

**36%**

women in top leadership roles in 2023

**18%**

increase in 2023

# People strategy: people are the protagonists

We believe that a sense of belonging can only be developed by promoting an **inclusive and respectful working environment** where diversity is seen as a value integrated in all aspects of the company. We implement processes and systems based on data and listening in order to hire, reward, engage and retain the best talent. Sisal aspires, in fact, to be a natural magnet for talent (“Exemplary Employer of Choice”).

In the same way, we put people and their autonomy in terms of training front and centre, so that they develop **skills that ensure their employability** over

time and feel that they really own and control their career paths. In Sisal’s internationalisation process **digital transformation**, is becoming increasingly central as a tool for improving the organisational and relational model and enabling everyone to connect and collaborate in effective and exciting ways.

We are always listening to colleagues and encourage “bottom-up” co-creation and ideation initiatives. We actively engage people to understand their needs and put their ideas to good use.

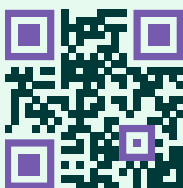
## Digital transformation as a catalyst for Sisal’s People Strategy

Digital transformation is a powerful catalyst for improving a company’s processes to achieve greater effectiveness, productivity and competitiveness on the market.

Sisal invests in innovation in all fields (for further details, see the section on Innovation) both as a strategic business lever and as an ally in improving work organisation and fostering a state-of-the-art environment that facilitates and optimises people’s work, above all in an increasingly international and complex context like Sisal’s.

From learning platforms and ever faster data access to technological solutions that foster connection, collaboration and positive user experience, all this is provided for people who work at Sisal, at all levels, so that they can move more effectively and with greater satisfaction through the complexities of contemporary work.

Morocco contributes through its business areas to the certification of SGLN (Société de Gestion de la Loterie Nationale) according to the EL standard.



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

- Our teams represent the diversity of the communities in which we live and work
- Inclusion is constantly put into practice and experienced in the company
- Our listening culture and sense of belonging enable people to give their best and express their opinions and ideas



- We foster people's employability by investing in skills development
- Our people have the tools and support for managing their own growth paths
- Our learning and innovation culture enables people to grow and continually achieve their goals

- We focus on organisational efficiency to foster and invest in growth
- We communicate, collaborate and create connections between the various countries where we operate
- Our culture strengthens the ability of our leaders and our people to navigate complexity and drive transformation

# Diversity, Equity and Inclusion (DEI)

An inclusive working environment is one that enables everyone to express their personality and potential and generate shared, circular wellbeing.

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. Our commitment to promoting increasingly DEI-friendly behaviour and activities is a constant and in line **with our vision and goals for 2030**. Joining Flutter Group has strengthened these commitments, which are also priorities under its Positive Impact Plan.

## DEI: our first steps

Sisal took its first steps towards DEI before the pandemic, by integrating specific initiatives into its strategies to support and include people's needs in terms of generational diversity, changes in life associated with parenting and mental health. Starting to work systemically on DEI was the next step, taken in 2021 with an open dialogue between HR, the Leadership Team and our people.

**Sisal's Inclusion Team**, set up in 2021 and sponsored by the Leadership Team, is made up of 35 colleagues who decided to actively contribute to change and embark on a journey that has made them ambassadors for the company's new behavioural model.

In 2022, the team worked on identifying and formalising the **Inclusion Guidelines** for living and working in an increasingly fair, collaborative and inclusive environment. These guidelines explain how we should all act and behave in order to understand, respect and value everyone's identity, promote inclusion and integration for everyone, and encourage change.

We have made important progress in the last two years and focused on our leadership's commitment to defining and achieving specific goals and on initiatives to extend learning, employer branding, communication, education and awareness.

## Our Inclusive Culture

Fostering a culture of respect and inclusion means enabling people to improve and learn new tools to support them in this context, as well as learning how to relate more effectively to people in the workplace and beyond. This is why, here too, training and awareness raising around diversity and inclusion are of prime importance at Sisal.

Since 2021, we have organised various initiatives in the following areas:

- Policies and Procedurese
- Training and Awareness Raising
- DEI Active Actions

## Policies and Procedures

- **HR Procedure:**  
we have worked on various HR processes to integrate inclusion and equity approaches and behaviours. For example, gender equality in the recruitment process at all organisational levels: women always account for 50% of the shortlist of candidates for the same position with the same skills.
- **Whistleblowing Policy:**  
we have developed a dedicated policy for handling whistleblowing cases using an automated platform that enables internal reports to be submitted and managed securely, with tracking of all the phases in the process and ensuring the security and privacy of the whistleblower's identity.
  - **Speak Up:**  
we ensure that everyone can securely and anonymously report any behaviour not in line with our values and expectations using the dedicated whistleblowing portal<sup>31</sup>.
- **Smart Working Policy:**  
listening to the needs of our people, we have increased the number of remote working days available for new parents until their baby is 18 months old. Extension to adoptive parents and people supporting relatives with disabilities.
- **Human Rights and Anti-discrimination Policy:**  
we have published this policy, which has further defined the goals, commitments and methods through which Sisal plans to promote the principles of diversity, inclusion and equal treatment and opportunities, as well as to guarantee the right to enjoy working conditions respectful of people and their dignity.

We will continue to share and formalise the behaviours expected of both our own people and the partners we work with, also in other inclusion contexts, by introducing, for example, a holistic DEI policy and a specific Anti-Harassment & Bullying policy.

<sup>31</sup> For details, see section page 160.

## Training and Awareness Raising

- **Inclusion Team Trainings:**  
our Inclusion Team took part in training events on DEI topics and worked with the HR team to develop active promotion initiatives inside and outside the company. The members of the team act as our ambassadors at external events organised by our partner associations, where they can deepen their knowledge and share our experience. **A day was dedicated to inclusive language.** What impact does language have on our interactions with other people? How aware are we of the stereotypes inherent in the things we say? The objective was to translate this awareness into daily actions and have an impact on the lives of other people, and also to spread a culture of inclusive language at all levels of the organisation.
- **Including for Growing:**  
in 2021, in collaboration with Wise Growth, we organised a **four-stage course** (totalling 20 videos) to **learn about the value of diversity**, with practical examples of behaviours to avoid and those to adopt to help make the workplace fairer and more inclusive for everyone. Topics included:
  - Generations in the company
  - Men and women at work
  - Inclusion difficulties
  - Towards a culture of respect

This course is currently an integral part of onboarding for all new hires and has been completed by 100% of Sisal's collaborators in Italy.
- **DEI Talks - awareness programme:**  
in 2023 we started developing a **programme called DEI Talks**, 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. We have organised more than nine webinars to date, with an attendance of 300 to 400 participants per webinar. In 2024, we will continue this programme and offer the entire Group new webinars, especially in the Gender Equity and Accessibility areas.









- **“The culture of respect” videofiction:**  
in 2023 we produced a series of videos, where each episode presents **scenes of day-to-day life** in the company and **explores respectful behaviours in the workplace**, to demonstrate how even a single word can make the difference. With this series, which we will continue in 2024, we started our journey towards a Culture of Respect across the entire Group.
- **DEI Magazine & Intranet:**  
the DEI Magazine and a section of the intranet dedicated to topics such as visible and invisible disabilities, violence against women, multiculturalism, LGBTQIA+ and generational differences were made available to all colleagues.
- **DEI Managerial Trainings:**  
in addition to the courses and webinars aimed at the entire workforce, we provide **training on inclusive leadership, disability management, multiculturalism and generational complexi-**

**ties specifically for managers** (change agents within their teams and the first people required to lead by example).

- **“Sisal Talk” entitled Dialogue and Discussion:**  
we closed 2023 with a “Sisal Talk”, our event format designed to create synergy and establish dialogue on sustainability and innovation. This encounter discussed how new technologies can and must be vehicles of inclusion and sustainability. Produced in collaboration with DiverCity Mag, it involved experts, researchers and businesspeople interested in DEI and was attended by 90 online users and 60 guests in person.

## DEI Active Actions

- **Multiculturalism:**  
with **37 different nationalities** represented in our offices and Digital Hubs, dialogue and the ability to work with people from the different countries where we operate is a vital business development lever. This insight inspired **Expected Behaviour**, the good communication guidelines drawn up by the Inclusion Team, a vademecum of good practices and habits to avoid in order to ensure a respectful and collaborative relational approach that promotes and welcomes diversity and local peculiarities

Country	HC
 Italy	2,182
 Albania	697
 Türkiye	250
 Morocco	76
 <b>Total (WD)</b>	<b>3,205</b>
 SJM*	64
 Tunisia*	16
 <b>Total</b>	<b>3,285</b>

\* Sisal Jeux Maroc and Tunisia headcount not yet in Workday, reported separately. Tunisia (5 Loft; 11 Tech) hired by HH.

in an increasingly multicultural and international context like Sisal's. All our people were also invited by an internal communication to align **the calendars with the festivities** in their own countries, as a sign of respect for and union with colleagues in all our offices. Each country also pursues further initiatives on the basis of local needs, such as ways to make it easier to celebrate Ramadan in Muslim countries

- **LGBTQIA+:**

in 2023, Sisal **took part for the first time in the Milano Pride parade with an official company delegation** led by the Inclusion Team. Being present in public was a concrete manifestation of support not only for colleagues but also, more generally, for full inclusion in society of people who are gay, lesbian, bi+, transgender and non-binary, asexual, intersex, queer and any other identity. And in June 2023, the traditional month of the Pride event, a series of meetings were organised on the importance of diversity as value-added and on the history of the movement, from the Stonewall riots to the present day, with the aim of encouraging change.

In 2024, we will continue along the path set by our high impact initiatives to date, introducing new ones to make the company even more inclusive and further extend the commitment across the whole Group. We will be focusing on the following in particular:

- **Gender:**

we will continue to pursue our women empowerment initiatives and related events (including the DEI Talks), some in partnership with Flutter Group, in line with the formats already developed and cross-country engagement. There will be a strong focus on involving the male contingent in allyship programmes to bring about a significant change in mindset, crucial for achiev-

ing real gender equality. Regarding parenthood in particular, we will continue to support sustainable **Parenthood**, (in synergy with our Wellbeing pillar). The multidisciplinary training provided in 2023 in collaboration with MeFirst will be carried forward and open to both men and women to further raise awareness.

- **Accessibility:**

we will widen the efforts launched in 2022/2023 with action to sharpen awareness of visible and invisible disabilities, as well as to study, together with our managers, what we must do as an organisation to create an increasingly caring and inclusive environment. We will carry out a group assessment of our level of maturity in this area and draw up a comprehensive long-term action plan. We will strengthen our commitment by defining, communicating and formalising the behaviours expected at all levels of the organisation. A communication campaign will be launched to establish and maintain dialogue with our people, making it easier for them to share their needs and receive a proactive response. We will become increasingly committed to recruiting people with disabilities by strengthening our inclusive selection process and by preparing suitable placement and management of people with disabilities.

- **Advocacy & Inclusive Leadership:**

our commitment here also wants to be a sounding board both inside and outside Sisal. Our leaders will take part in training programmes and transformation projects on inclusive leadership, with specific objectives that will be scaled across the entire organisation. They will be the **ambassadors** to promote the principles, values and behaviours characterising Sisal culture, also during external events designed to build and consolidate inter-company collaborations serving our shared learning process.

# Our DEI focal points

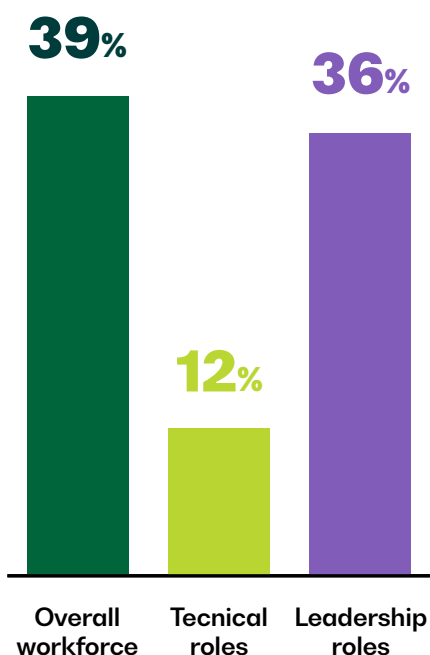
## Gender equality

Management of people and the underlying HR processes is regulated by internal behaviours and procedures that provide for **equal access and resources between men and women for all positions, including middle and top management posts.**

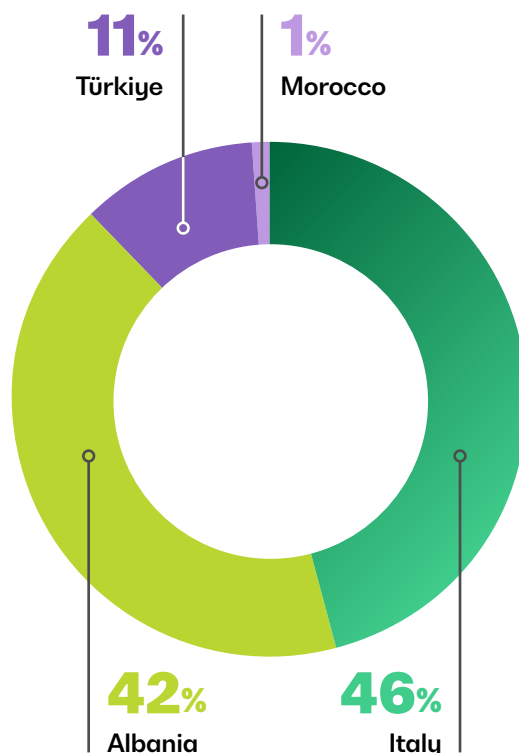
Among the measures taken to guarantee gender equality at the various levels of the organisation, a vital role is played by women’s empowerment and employer branding initiatives to attract more female talent.

To achieve our goal of **Zero Gender Pay Gap by 2030**, we constantly monitor this indicator and are gradually closing pay gaps between men and women in jobs of equal complexity and merit. We also monitor promotion trends to ensure that women have equal access to and a reasonable share of managerial roles. In 2023, we recorded an improvement in the Group’s average gender pay gap (down 2.8% on 2022), with reductions of 2.4% in Italy, 3.2% in Albania (down 4% on 2021) and 3.8% in Türkiye. The 2.5% increase in Morocco, on the other hand, was due to significant changes in the composition of the workforce following the entry of a new legal entity.

**Women in 2023**



**% women in tech roles**



**Sisal Gender Pay Gap - Roadmap**

2021	2022	2023	Target 2025	Target 2030
-10.9%	-6.2%	-3.4%	-5%	0

### Gender Pay Gap by Country

	Italy		Albania		Morocco		Türkiye	
	2022	2023	2022	2023	2022	2023	2022	2023
Average	-7.7%	-5.3%	-12%	-8.8%	39%	41.5%	7,5%	3.7%
Median	-3.0%	-0.8%	-6%	-8%	125%	36.4%	0%	1.4%

### Gender equality certifications

In 2022, Sisal obtained gender equality certification from Winning Women Institute, whose mission is to advocate the principle of gender equity in the workplace and prevent all forms of gender inequality. WWI issued the certification following structured and objective analysis.

In 2022, Sisal also obtained the UNI/Pdr 125:2022 gender equality certification, which was renewed in December 2023 with an overall score of 84%. Recognised by Certifica Sistemi, an Accredia-accredited third-party organisation, the certification testifies to the efficacy of Sisal's policies and organisational measures in terms of: work-life balance, co-parenting and sharing of parenting responsibilities between women and men, appreciation of women's wellbeing, excellence in mentoring programmes; specific partnerships with associations and universities, webinars and training geared to seniority and role, participation in programmes like Target Gender Equality Accelerator (United Nations Global Compact); continuity in gender pay gap reduction.

### Women Empowerment Programme

As part of our DEI awareness and promotion drive, we are continuing 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. Since its launch in May 2022, the programme has involved over 200 women in numerous online and offline workshops in which they acquired tools and approaches for:

- discussing the mechanisms of women's exclusion/self-exclusion from the labour market;
- recognising and eliminating gender stereotypes;
- studying managerial leadership styles based on gender differences;
- promoting personal branding and networking.

Between 2022 and 2023, we took part in the Flutter Female Mentoring Programme for women managers to support and encourage female colleagues to develop skills and career paths using a structure based on relationships of trust between mentor and mentee.

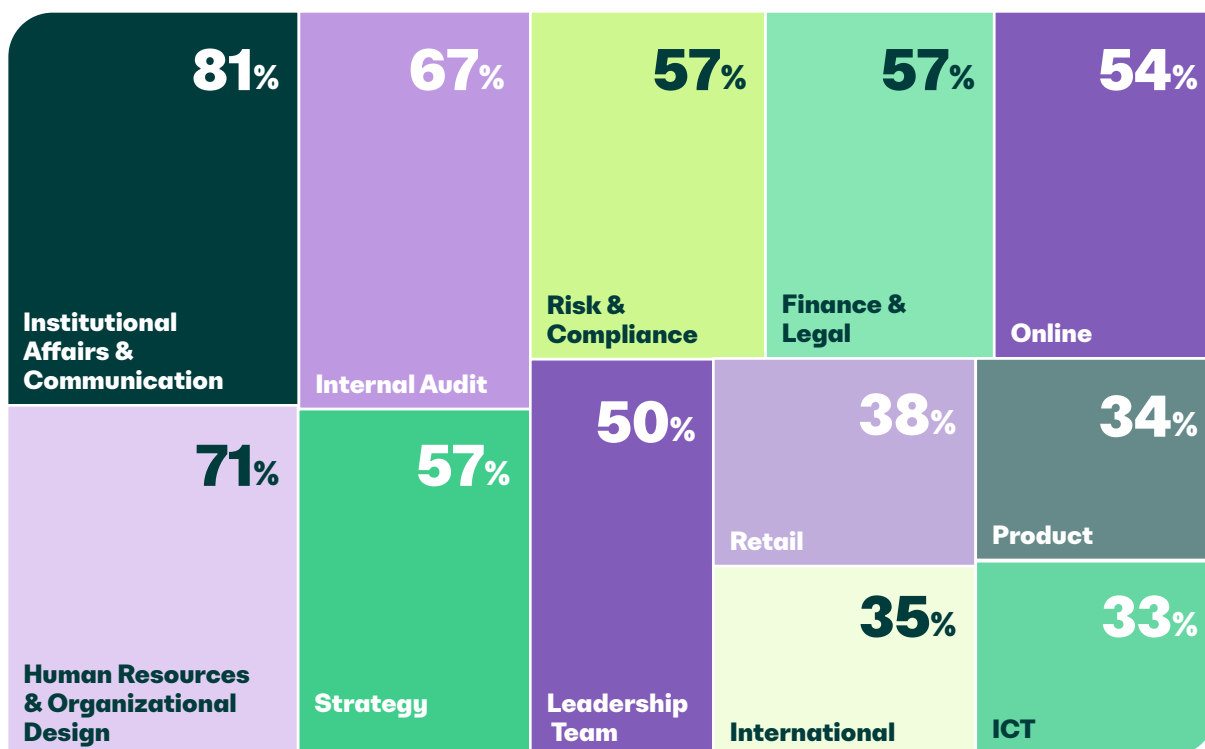
### Women in top leadership roles - Roadmap

2021	2022	2023	Target 2026
Not monitored	33%	36%	40%

**Our female colleagues at Sisal**

The chart below showing the distribution of Sisal employees across the various departments is a further demonstration that at Sisal there are no career paths or business areas closed to women.

**% of women by department**



**Combating violence against women**

Launched in 2022, Sisal’s **“Against Women Violence” project** has the dual purpose of establishing dialogue to generate awareness among our colleagues – by providing tools, networks and services to combat violence against women – and to support them in at-risk situations, also by sponsoring associations engaged on this issue. These include WeWorld Onlus, an Italian organisation that has been working for over 50 years to guarantee women’s rights in Italy and another 27 countries around the world, and Fondazione Libellula, a social enterprise founded by Zeta Service to foster culture that combats violence against women and gender discrimination and, above all, to inspire positive change and generate a domino effect on awareness.

Fondazione Libellula recognised Sisal’s responsible stance on these issues with its **Inspiring Company Award 2023**, reserved for companies that have been outstanding in the impact of their initiatives to prevent gender violence and promote inclusion. This accolade further strengthens the commitment to developing an action plan to foster reciprocal respect, fight all forms of discrimination and violence and promote diversity.

The “Against Women Violence” project is supported by our Affinity Team, a group set up in November 2023 by 29 volunteers who formed an “Ambassador Community”. The Affinity Team plays an active role in the promotion of a conscious and inclusive working environment by defining, designing and organising specific activities for the benefit of people working at Sisal, to boost our prevention efforts and overcome gender stereotypes. The group is defining a concrete action plan to implement in 2024, also with support from specialists in this area, the intention being to become an ERG against discrimination and for gender.

## Our partnerships and collaborations in Italy

### Target Gender Equality (TGE), United Nations Global Compact

We took part in the second UN Global Compact accelerator on gender equality. The TGE programme provides companies with a nine-month course in the skills needed to set and achieve ambitious corporate goals for gender equality and so increase the impact on the SDG5 of the UN's 2030 Agenda. The two main focuses in the 2023 course, which involved 34 Italian companies, were the boosting of female leadership in the workplace and the narrowing of the gender pay gap to guarantee policies that ensure equal pay for any given job irrespective of gender.

### STEM by Women

We joined STEM by Women to help promote studies and careers for women in STEM disciplines. The association engages in awareness raising, research, training and development of STEM expertise in order to recognise the value of women's role in hi-tech professions essential for progress in society, cultural transformation, innovation and technological development. As a member of this Association, Sisal contributed along with other businesses to the definition of a new Master's course at the Politecnico in Turin, entitled "HumanAlze: human and social sciences for Artificial Intelligence".

### Ingenio al Femminile Awards

In 2023, we acted as ambassador at the "Tesi di Laurea - Ingenio al Femminile" Awards, an initiative promoted by the National Council of Engineers and supported by nearly 30 companies and 14 universities. This awards scheme focuses on the role of women in the technical world and acclaims the best engineering degree theses on sustainable development. As well as encouraging and applauding these talents, the accolade is designed to favour their access to technical and digital professions. We shared our experience of corporate role models at this event and also sat on the committee that judged the degree theses, giving us access to the graduates' CVs with a view to potential employment in our company.

## Disability and accessibility

An inclusive corporate culture makes accessibility and the engagement of people with disabilities a central priority, guaranteeing them equal access, opportunities and representation at all levels. Backed up by Flutter's work, Sisal intends to step up its efforts by adopting a systemic approach based on:

- **Measurement and compliance:** set reference parameters and conformity standards for monitoring and guaranteeing the achievement of our ambitions regarding accessibility.
- **Experience & Accessibility:** improve our working environment to guarantee an inclusive and accessible experience for people with disabilities.

- **Representation and reputation:** accelerate progress towards greater representation throughout the organisation.
- **Education and awareness:** provide everyone with access to disability training and awareness raising programmes, thus promoting a genuinely inclusive and accessible workplace culture.

Our efforts will continue in 2024 with the development of courses to facilitate the integration of colleagues with disabilities in the hiring and onboarding phase. There will also be cross-group awareness raising initiatives, both inside and outside the company.

# Training, growth and talent development

Investing in fair and transparent training and growth courses means creating value for the company with a decisive contribution from every talent involved.

## Professional training and growth

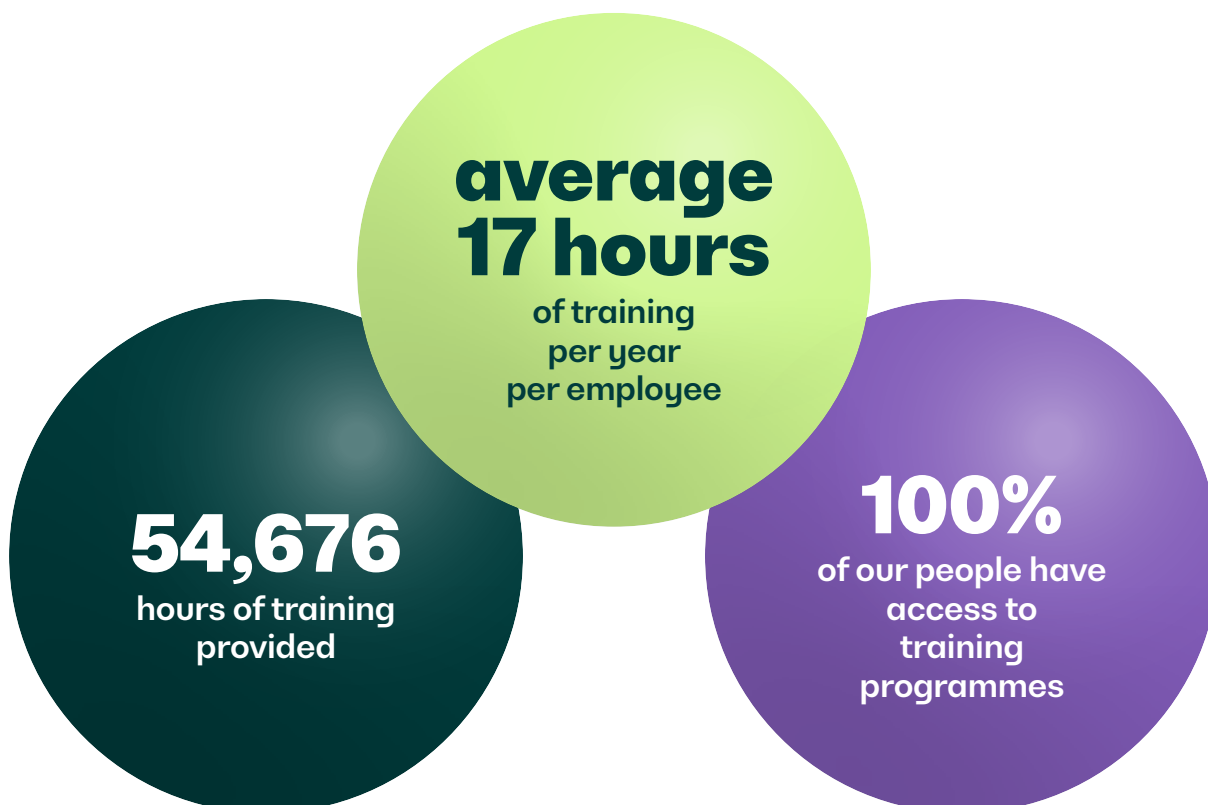
Sisal offers everyone the chance to invest in their growth by completing innovative training courses with a focus on people's employability and self-development and on a broad-based learning culture.

The success of an organisation is closely connected to the growth and value of its people. With this in mind, we strive to create a dynamic and stimulating learning environment designed to respond to the challenges and opportunities of the modern world (guiding the needs of today and with an eye on those of the future). With a variety of online training platforms, we offer numerous international level training opportunities accessible to anyone.

We promote flexible training paths (both independ-

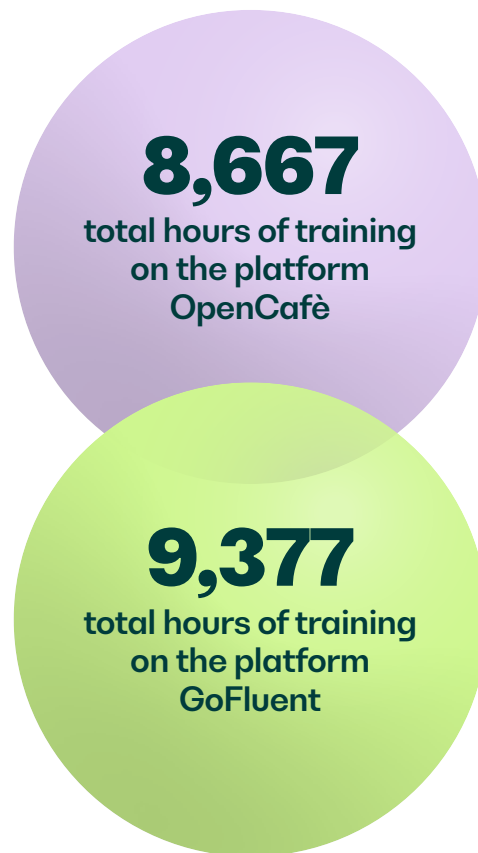
ent and collaborative) and dialogue and collaboration between employees and their managers. Through our FlexiLearning guidelines, we encourage a responsible and continuous approach to personal development and make recommendations on the minimum time to dedicate to individual learning and the most effective methods to use.

Launched in 2023, this initiative aims to satisfy our people's feedback and needs regarding the management of training, in line with our principles and People Strategy.



## Training programmes and initiatives

- **FlexiLearning:** this initiative enables people to devote time to professional growth. In agreement with their manager and team, they can set aside at least 4 hours a month for training on their own initiatives.
- **OpenCafé:** Sisal's employee training platform, designed to develop digital, technical and soft skills. It has both mandatory training courses and programmes designed for individual professional development. There is also an international version for colleagues at our foreign sites.
- **GoFluent:** the platform that offers courses in 12 different languages (Italian, English, Chinese, French, German, Spanish, Portuguese, Russian, Dutch, Arabic, Japanese and Korean). It can be used both on the web and via a smartphone app and also offers everyone the possibility of inviting an external guest for free. Every semester, a gamification system is implemented that offers individual workshops in one of the available languages as a prize.
- **Managerial training:** courses, events and meetings to support managers in their training curve and provide more room for interaction with their peers. The aim is to produce people managers by boosting their leadership skills and sharpening their awareness of their role, as well as by offering them advice on key behaviours for dealing with the challenges and complexities of today and tomorrow.
- **Talent Programmes:** these aim to anticipate and accelerate people's growth in synergy with organisational and business needs. Training courses are made to measure and geared to professional growth<sup>32</sup>.
- **Trainee Bootcamp:** this is a programme to accompany interns at the outset of their career paths. Meetings focus on topics of use in identifying the skills key to their learning and development paths.
- **LevelUp School:** designed for the 18 to 30 age bracket, this programme helps people improve key skills to their professional development. It provides tools for navigating the complexity of the business, enabling participants to integrate and adapt to continually emerging challenges at work.
- **DEI & Wellbeing:** DEI training designed to ensure that values like equity, inclusion and respect for diversity are central to Sisal's business culture. Wellbeing training promotes and supports people's mental, physical, emotional and social wellbeing.



In 2024, OpenCafé Web will be replaced by **Learn**, Sisal's new digital space for learning. Unique, accessible and inclusive, it will enable our people to better manage their time and introduce innovative and updated content into their development paths. The objective is to continue building unique experiences to facilitate sustainable learning paths accessible to all the Group's people by constantly upgrading the Learn platform's functions and adding new training content.

<sup>32</sup> More information is available in the next section under Talent Management.



## Talent development

**An equitable working environment is based on transparency and fairness in every decision, from procedures to performance assessment. This means clearness and transparency in decision-making processes and assessment criteria needed to guide people towards their own goals and the company's strategic objectives.**

True to these principles, at Sisal we make every effort to act with equity and transparency in the

allocation of responsibilities, pay and development paths. We recognise merit and career opportunities on the basis of an individual's performance, potential for growth and aspirations, with a constant focus on industry best practices and market benchmarking. This approach is designed to foster a climate of mutual trust and respect in the company and also to attract and retain talent, thus contributing to the success and long-term sustainability of our business.

### Global Performance Management

The performance assessment system is one of the main instruments for guaranteeing **professional growth guided by objective annual data** and facilitating the decision-making process regarding careers, development and salary review. 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**.

**Global Performance Management** is the process underlying Sisal's incentives system, to which the entire corporate population has access (bonuses and MBOs depending on professional qualifications) and which is also tied to sustainability objectives.

People not entitled to MBOs can take part in the **Global Recognition Program**, which rewards non-MBO employees who stand out over the year for their excellence (in terms of both objectives achieved and capabilities manifested) with a series of initiatives including: participation with top management in exclusive events celebrating successes and enabling the year's top performers to get to know one another; vouchers to use on a dedicated platform offering experiences and services based on personal tastes and interests; the self-explanatory Birthday Day Off; participation in team building, canvassing or Group international events to live the company experience to the full, widen personal networks and also enjoy a celebratory occasion.

### Talent Management

At Sisal, we **recognise talent and create the conditions to nurture it**. Our talent management is an ongoing and inclusive process designed to reward people who show high performance and potential and want to invest in their development, in synergy with the organisation's requirements, and to ensure they have the necessary training and possibilities to develop new skills. Three **Talent Management programmes have been launched**, to date, each addressing a different category in the corporate population. In 2024, we intend to consolidate our approach to talent and integrate it with Flutter Group's, focusing on tools to identify talent objectively and on succession plans. We will also evolve our talent development programmes to be able to satisfy all growth needs.

This will enable us to:

- exploit internal talent opportunities and unlock the full potential of our people;
- identify our talents and create shared knowledge of our leadership pipeline;
- develop growth plans for our talent;
- discover our succession strengths, shortcomings and risks and identify necessary actions;
- increase the diversity of our talent pipeline and build collective and individual growth plans, especially in the experiential learning area.

## Discover your Talent

This programme enables under 32s with 1 or 2 years seniority to discover their potential.

It is based on an online assessment of potential, soft skill training platforms, and coaching sessions for aptitude and professional guidance.

**Discover your Talent enabled us to develop the potential of 33% of Sisal's under 32s:**

- 77 people involved in 2022
- 106 people involved in 2023

## Boost Your Leadership

This is the managerial skills development programme.

It has an Assessment Centre that prepares a skills report, combined with a group training course on managerial capabilities. The programme gives participants the opportunity to collaborate with colleagues in different business functions.

**Boost Your Leadership enabled us to develop the managerial skills of 25% of Sisal's middle managers:**

- 52 people involved in 2022
- 65 people involved in 2023

## Great Talents Grow Together

This programme for Senior Managers and Head of Directors is designed to develop leadership for the future.

It provides assessment of career development and inspiration regarding the company's future challenges. Participants are also involved in specific group training events and activities.

**Great Talents Grow Together enabled us to involve 51% of Sisal's Senior Managers, Department Heads and Directors:**

- 22 people involved in 2022
- 20 people involved in 2023

## Career Management

Career management at Sisal is designed to **cultivate talent and offer adequate growth prospects**, facilitating personal and professional development paths. The model adopted aims to:

- identify and retain people of value for Sisal in terms of their high performance and of the loss for the organisation if it fails to engage with them;
- differentiate career and development paths;
- identify and retain people who could become successors to key roles in the organisation.

The factors enabling this equitable, **transparent and structured growth path** are related to both the individual and their role and involve **specific and properly communicated criteria** for nurturing people's growth at Sisal.

The framework used is **Job Banding**, which makes it possible to classify organisational roles in "bands" or categories of jobs on the basis of the **role's responsibilities and complexity, impact on the organisation, skills required, seniority level** and other relevant factors. This system helps manage various organisational aspects more effectively, from pay package structuring to career paths and personnel development, and to coherently compare different positions. It involves the following phases:

- 1. Role responsibility (Banding System):** weighing of positions using the Banding System is followed by identification of positions whose grading<sup>33</sup> is increased at organisational level and for which the band promotion assessments for individuals may be taken into consideration.
- 2. Professional Solidity (Performance System):** career promotion is only considered when performance in the last one/two years is at least higher than "well"<sup>34</sup>.
- 3. Skills (Readiness Evaluation):** in the case of managerial roles, after ascertaining Banding and Performance prerequisites, the person is involved in an evaluation of Managerial Readiness designed to certify them using a transparent and shared evaluation method; identify strengths and areas for managerial improvement; develop managerial potential using plans personalised and implemented on the basis of emerging/expressed needs.

In 2024, Sisal will align its Job Banding system with the Willis Tower Watson framework. As a result, the career framework will also be updated and two career paths will be identified: Technical/Mastery (critical capacities) and Managerial. The introduction of this model will enable Sisal to achieve uniform management of the career paths offered to people and also gradually extend its criteria to all countries in the course of the year through the use of analysis (assessment) tools and learning paths in line with those of Flutter Group.

<sup>33</sup> Grading: level of classification of roles or positions within the organisation on the basis of criteria defined for Job Banding.

<sup>34</sup> Well: Performance that meets expectations. Deployment of ability judged effective in managing activities and results expected in the exercise of know-how. This level of performance enables an employee to demonstrate their reliability in the management of the activities assigned to them.

# Full personal wellbeing

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.

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**.

Working on these aspects brings a threefold benefit. For the **people** involved, it means being free to realise their full potential, both individually and in relation to others. For the **company**, investing in wellbeing translates into an improvement in overall performance and the capacity to attract and retain the best qualified and most motivated talents.

For the people, a healthy working environment helps generate a measurable social impact by improving the quality of life and promoting a culture of social responsibility that goes well beyond the confines of the company.

## SisalCare, corporate wellbeing in Sisal

In view of the macroeconomic situation and new requests from our people, we have decided to adopt a corporate wellbeing strategy designed to go beyond a traditional welfare model by applying a holistic approach that aims to create an organisational culture focused on wellbeing in every sense. We are therefore working to define a strategic perimeter embracing policy, initiatives, tools and benefits in synergy.

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

### Physical and psychological wellbeing area (lifestyles)

#### *Physical wellbeing*

Sisal has sport in its DNA and intends to advocate a healthy and active lifestyle that will prevent the main diseases. This is why it offers all its people a **network of sports centres** (providing over 500 different activities) and **wellbeing centres for leisure and relaxation** at discounted rates across Italy. The new Milan headquarters also has its own gym (Sisal Gym) and a wellness room where specialised osteopaths and physiotherapists provide on-demand proximity services.

In September 2023, a week was dedicated to nutrition topics, with webinars and the possibility to consult a nutritionist online and follow a balanced diet in line with the products offered in the various sites.

In 2024, we intend to consolidate our offering with the introduction of new specialist proximity ser-

## WePlay

Sisal organised a sports tournament for all its Italy-based employees from April to June 2023. The preliminary football, padel, beach volley and tennis rounds, involving around 350 colleagues in 83 teams, were held in Milan and Rome from 17 April to 26 May, while the finals were played in Riccione from 9 to 11 June.

## Tirana Marathon

30 employees at the Albanian Digital Hub took part in the 7th Tirana Marathon, the city's biggest sporting event, with over 5,000 participants (not only from Albania). The event was dedicated to promoting a healthy and sustainable lifestyle and a culture of wellbeing, not only among the runners but also the general public.

VICES at the sites with most people, production of webinars on conscious eating and promotion of healthy food, as well as replicating the most successful initiatives, such as the company sports tournament.

### *Mental wellbeing*

Sisal believes that mental wellbeing favours greater personal satisfaction, a reduction of stress and anxiety, improvements in interpersonal relations and engagement in the company and work.

This is why Sisal has been **collaborating with Mindwork** Italy for three years now to provide online one-to-one consulting with a psychologist (5 meetings a year). There is also a quarterly webinar on psychological health (with experts) and the possibility of sharing experiences.

**In 2023, the company provided 234 consultations with a psychologist and two special webinars worth a total of €30,000.** Some of the people who used the consultations decided to continue with them on their own account, confirming the efficacy of the service.

Our foreign offices are also moving in this direction and offering their people psychological support, webinars and collective and social initiatives to raise awareness.

## Health and prevention area

### *Health insurance*

In Italy, Sisal offers all its people **supplementary health insurance** on top of their contractual coverage. Depending on the managerial band, this coverage is extended to family and offers a **prevention package**, including tests (no need for a doctor's prescription) in order to monitor general state of health and prevent pathologies in the onset phase.

### *Medical examinations and health specialists*

In our headquarters, it's possible to have a **sports medical examination (non-competitive sport)**, and an electrocardiogram test (with report). It's also possible to book **examinations with other health specialists**, (e.g. osteopaths, physiotherapists, nutritionists) who provide personalised plans for various wellbeing needs.

For 2024, we are looking at the possibility of offering further prevention services for breast cancer and diabetes via dedicated webinars and also neighbourhood services near our offices (direct or under agreements).

## Relational wellbeing area

### Parents and Caregivers

Sisal has always been sensitive to problems linked to parenthood and in the last 8/9 years has been organising specific support.

Since the first pilot project (smart working) in 2015, initiatives have become increasingly organic and now form a consolidated line of activity "**Sustainable parenthood at work**" in which new initiatives continue to enrich the experience of parenthood at Sisal.

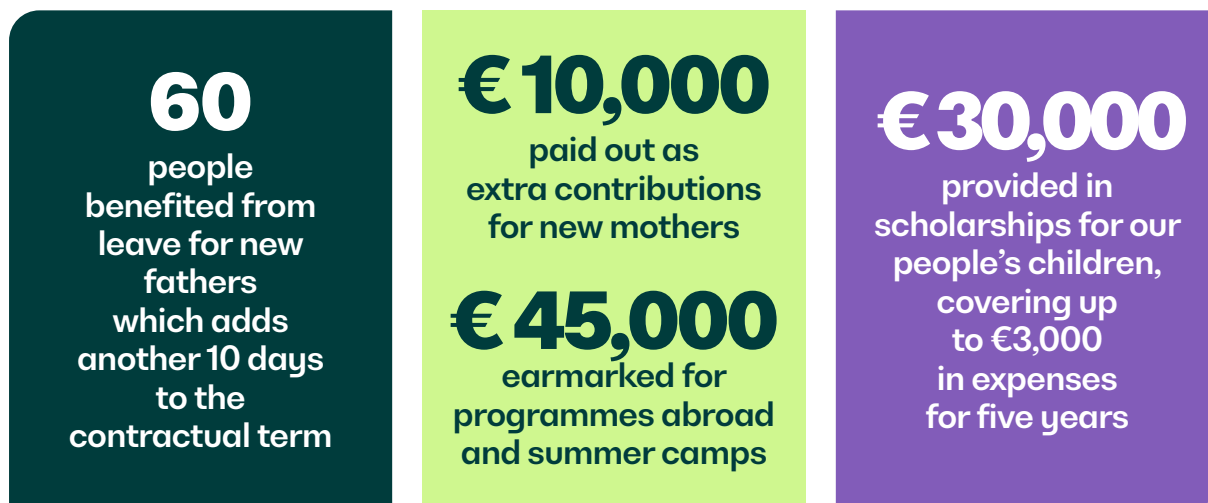
Support is provided in three macro-areas:

- **Parental leave:** we study solutions that improve on contractual terms and better meet the needs our people tell us about. We've increased parental leave for new fathers to 20 days and contributed towards supporting the overall remuneration of new mothers during maternity leave.
- **Economic support:** we have introduced special payments to help cover the expenses involved in raising children. In early childhood, for example, new mothers returning to work receive contributions for nursery school expenses and subsequently throughout children's education, refunding school book costs and organising university scholarships.  
We also launched Sisal Summer Camp, an initiative providing two types of support. Colleagues with children from 3 to 15 are offered a €400 credit towards refunding summer camp expenses, while for those with children from 15 to 18, we offer<sup>35</sup> 110 two-week campus programmes near London, entirely funded by the company<sup>36</sup>.
- **Training and support:** we think that parenthood is a challenge, also in terms of reconciling family life and work, and must be supported with practical tools and by sharing experiences. This is why we organise training in parenting skills and opportunities for colleagues to exchange views. Feedback was very positive: being able to speak openly about both the positive moments and the difficulties has certainly helped many colleagues manage their at times complex personal situations.

In 2023, we also embarked on a **collaboration with MEFIRST** the first Mom Empowerment and Self Coaching method dedicated to parents' wellbeing. Six virtual meetings were organised, involving an average of 100 colleagues per webinar.

<sup>35</sup> The 10 programmes were allocated on the basis of the ISEE (Equivalent economic situation indicator) ranking (from the lowest to the highest).

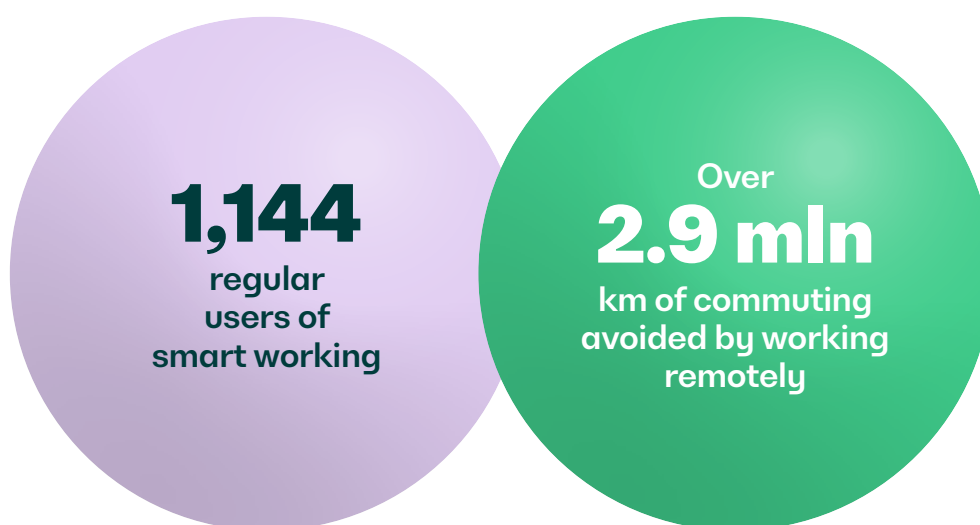
<sup>36</sup> Campus programme worth around €4,000.



In 2024, we will continue to enrich our offering with new services in response to any further needs arising from constant dialogue with our people and to trends seen outside the company. We will also consolidate our objectives, expected behaviours and offering in this context in a single policy document available across the entire organisation.

## Smart Working

Sisal introduced remote working well before the healthcare emergency made it urgent. In 2015 in fact, we launched the first smart working pilot project with the overall aim of improving flexibility and reducing commuting times, thus fostering synergic management of work and life commitments. With the outbreak of the pandemic, the goal became to extend as far as possible the perimeter of people who work in this way, in line with business objectives and appealing to people's sense of responsibility.



# Health and Safety

*Sisal safeguards people's health and safety by investing in training, awareness raising and certified management systems.*

People's Health and Safety are both the essential conditions for and primary goals of Sisal's business operations, in line with the company's mission and values and the Group's code of conduct and sustainability strategy.

As part of our wider commitment to respecting human rights, we work hard to develop and promote a robust **safety culture**, that guarantees a healthy and hazard-free working environment for everyone who works with and for the Group.

## 1. Company Policies and Practices

Constant commitment by everyone, integration of safety in processes and training, reporting and analysis of events, rigorous selection and management of contractors, continuous quality control, sharing of experiences and opinions with top international players are the founding elements of our safety culture. In line with its Health and Safety Policy, the Group strives to manage its activities in compliance with the provisions of current law and regulations, to optimise business processes, and to improve the efficiency of resources consumption, also by adopting the highest standards and sharing experiences. In carrying forward our Health and Safety commitment, we have implemented policies and practices that safeguard safety in our workplaces and guarantee the wellbeing of our employees. They include:

- Development and adoption of a **Workplace Health & Safety Management System conforming to standard UNI EN ISO 45001:2018**, that defines the procedures to implement for managing risks, complying with regulations and supporting continual improvement, also through routine checks and audits, thus contributing to an increasingly precise definition of processes and initiatives to engage personnel<sup>37</sup>.
- Training programmes and periodical initiatives to raise employees' awareness of the risks specific to their jobs and the preventive measures to adopt.

**62%**  
of people in the company  
perimeter covered by  
ISO 45001 certified  
management systems  
(91% in Italy)

- Regular inspections, identification and constant analysis of risks, and definition of action to mitigate hazards in the workplace through a **risk-based approach**.

## 2. Stakeholder engagement

We actively engage our employees and other parties interested in the Health and Safety management process by means of:

- regular talks with employee representatives to understand opinions and suggestions, identify issues and work together to solve them;
- awareness raising campaigns and initiatives to foster safe workplace behaviours and the reporting of any accidents or near accidents.

## 3. Outlook for the future

We're committed to continuous improvement of our practices and promotion of an increasingly safe and healthy working environment. Our priorities include:

- implementation of new technologies and/or methods for identifying and mitigating risks;
- upgrading of training programmes and awareness raising initiatives;
- collaboration with internal and external stakeholders to maintain our high Health and Safety standards.

<sup>37</sup> Certification perimeter: Sisal Italia S.p.A., Sisal S.p.A.