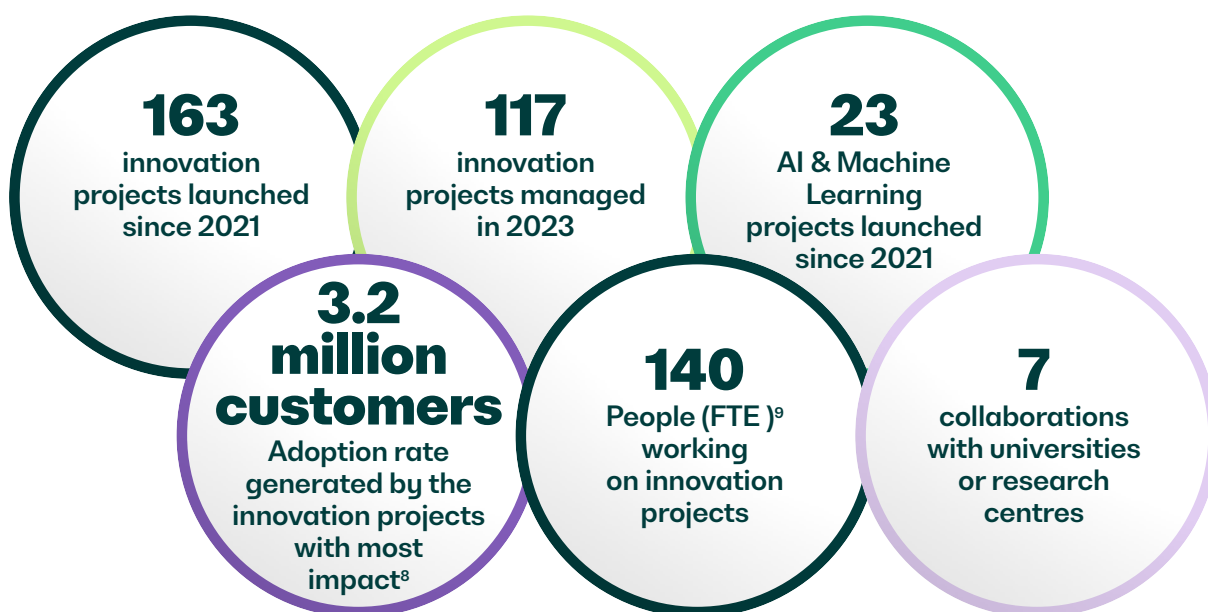# Innovation

Innovation is the strategic driver through which Sisal evolves the business and achieves the long-term objectives we have set ourselves, leveraging both internal assets and the concept of ecosystem to feed a virtuous circle of scouting, incubation and development of innovative projects.

Research and development of innovative technological solutions, services, processes and business models are key factors in Sisal's management of digital transformation. These factors are also powerful assets for improving the customer experience and contributing to the prosperity of the country as a whole and contribute to overcoming socio-cultural barriers that limit the possibility of participating in the information society.

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 GoBeyond 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.

163
innovation projects launched since 2021

117
innovation projects managed in 2023

23
AI & Machine Learning projects launched since 2021

3.2 million customers
Adoption rate generated by the innovation projects with most impact[8]

140
People (FTE)[9] working on innovation projects

7
collaborations with universities or research centres

8 Number of customers who interacted with innovation projects. Not single customers.
9 Full Time Equivalent.
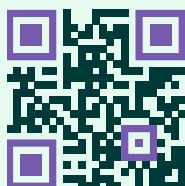
Listen to the interview with
Camilla Folladori, Chief Strategy Officer
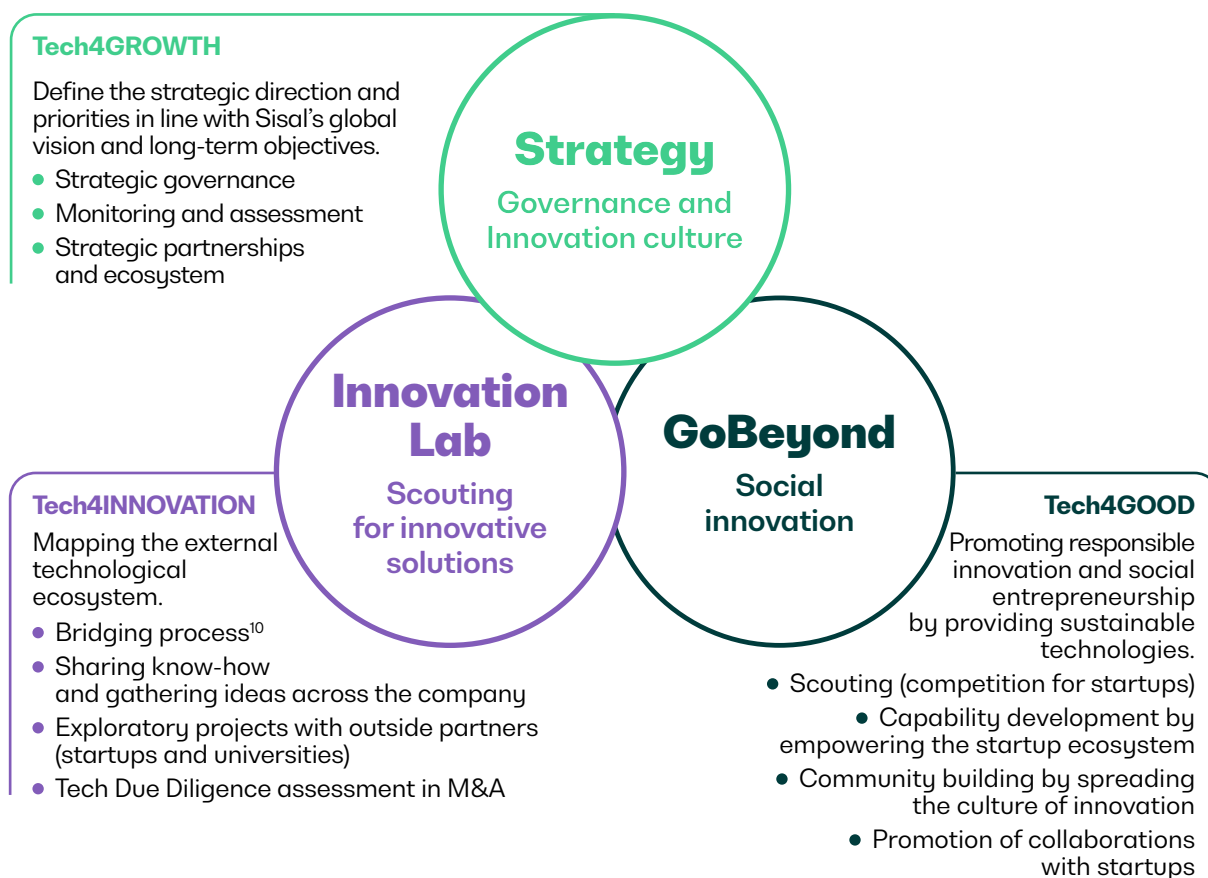Our Innovation strategy

Open Innovation

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.

The Open Innovation makes it easier to identify business opportunities and reduce the cost of R&D and risks connected with the introduction of advanced innovation solutions. It also makes it possible to promote and strengthen a **culture of innovation** and identify new trends in technology through interactions and connections with the external innovation ecosystem. Built on our breadth and depth of vision, our innovation strategy operates across multiple timeframes:

- **short-term** activities exploit enabling technologies in continuous evolution, such as Artificial Intelligence (AI), in order to improve processes and products and at the same time foster innovation within the company;

- **medium- and long-term** activities focus on the study of technological trajectories and analysis of social and business trends, in which the preferred innovation paradigm is more proactive than reactive.

This approach allows us to advocate for an **inclusive**, **sustainable and digitally-biased innovation model** that reduces our impact on the environment, fostering the well-being and growth of our people and generating value for all stakeholders, with the aim of ensuring the sustainability of the company's current performance while laying the groundwork to support and improve future performance.

Tech4GROWTH

Define the strategic direction and priorities in line with Sisal's global vision and long-term objectives.
- Strategic governance
- Monitoring and assessment
- Strategic partnerships and ecosystem

Strategy
Governance and Innovation culture

Innovation Lab
Scouting for innovative solutions

GoBeyond
Social innovation

Tech4INNOVATION

Mapping the external technological ecosystem.
- Bridging process[10]
- Sharing know-how and gathering ideas across the company
- Exploratory projects with outside partners (startups and universities)
- Tech Due Diligence assessment in M&A

Tech4GOOD

Promoting responsible innovation and social entrepreneurship by providing sustainable technologies.
- Scouting (competition for startups)
- Capability development by empowering the startup ecosystem
- Community building by spreading the culture of innovation
- Promotion of collaborations with startups

10 Intended as the process of rapprochement between technologies (e.g. AI) and Sisal's ecosystem.

Innovation governance

Innovation is a valuable asset for Sisal. Our ambition is therefore to promote an **innovation culture** that goes beyond the development of new products and technologies, allowing the entire business model to evolve so that it can cope with the continuous transformation of the gaming market and be an industry benchmark.

For all this to be possible, **clear and well-structured innovation governance** is required, facilitating the generation of new ideas.

Since 2023, the **Strategy function** provides governance and coordination for innovation in Sisal, **facilitating and promoting** it through constant interaction and dialogue with the various corporate functions. Reporting to it are the **innovation teams in the individual product and market BUs**, who have a vertical focus on innovation in their own area; the **Innovation Lab**, where the focus is on technological innovation and therefore cross-domain and GoBeyond, supported by the **Digital Hubs**, our centres for innovation and technology.

> *It is crucial to foster an environment where the desire to innovate overcomes the fear of making mistakes, with the ability to assess development proposals and determine which merit the allocation of resources and tools for their implementation.*

Francesco Durante
CEO of Sisal S.p.A.

Innovation & Data Strategy Governance		Digital Hubs
Innovation teams in each BU	Innovation Lab	

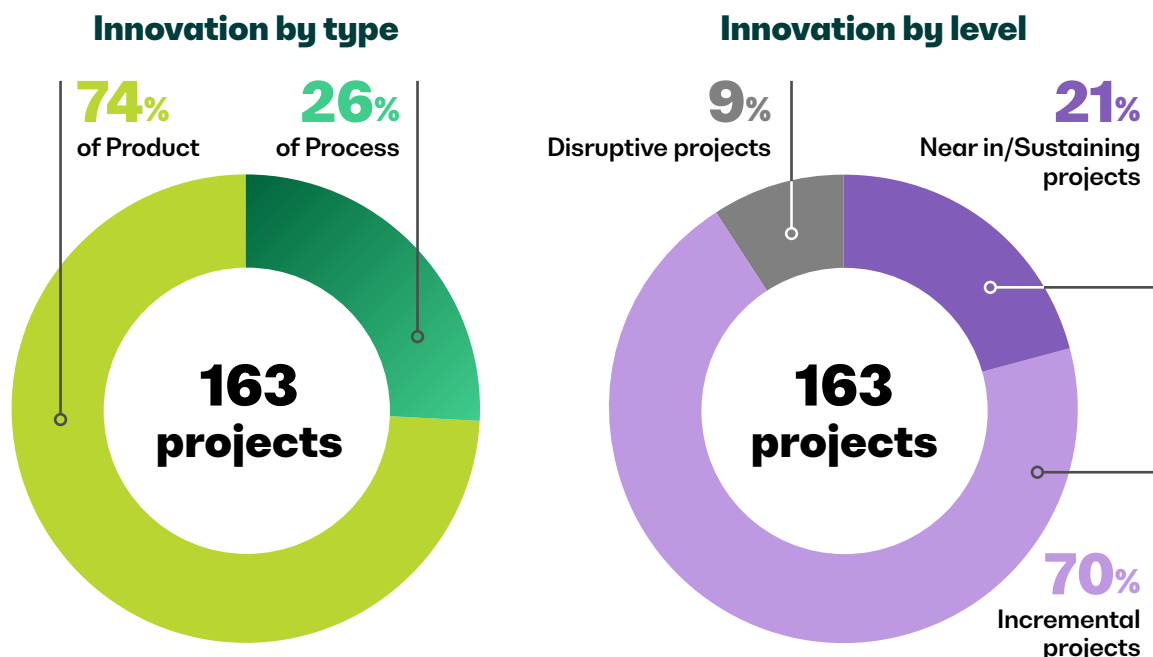**24 members** of the Innovation Community

2 workshops in 2023

Sisal's **Innovation Community** was also promoted, a participatory innovation tool and an opportunity to share ideas and action points for practical initiatives that brings together Innovation Managers and contact people from the company's various areas. As well as promoting a technical board set up to assess the feasibility of new ideas, it also aims to create awareness around current initiatives across the company and to foster the development of possible synergies and cross-disciplinary projects.

Sisal Innovation Organisation

Innovation Governance - Framework			
Perimeter • Definition of Innovation • Innovation governance model • Inclusion criteria • Categorisation of innovation initiatives	**Data collection and analysis** • Innovation mapping • Performance indicators	**Assessment** • Assessment of alignment with strategy • Hypothesis validation approach	**Allocation of resources** • Strategic Portfolio Management • Knowledge Management

Innovation areas (products and channels)			
Product Technological and digital innovation in the Lottery, Betting and Gaming segments	**International** Scouting for and development of solutions to support Group business through Digital Hubs	**Online** Innovation for online platform development and data management and protection	**Retail** In-store concept innovation and digital touchpoint development

Technological Innovation/Innovation Lab	
AI Competence Centre	Open Innovation/Tech Observatory

Social Innovation/GoBeyond		
Call for Ideas	Academy	Community

In 2023, Sisal defined new criteria for identifying innovation projects and launched a process to map initiatives and qualify them according to their level of innovation (Near-in/Sustaining, Incremental, Disruptive), their strategic positioning and all related parameters such as investments, impacts, time horizon and others. This process provided Governance with useful support in gaining a clear view of the situation and in defining guidelines on which to base current innovation strategy.

Innovation by type

74% of Product   **26%** of Process

163 projects

Innovation by level

9% Disruptive projects   **21%** Near in/Sustaining projects

163 projects

70% Incremental projects

AI Strategy and Governance

For years, Sisal has been exploring the potential of AI to create value and opportunities responsibly. The AI Strategy, based on clear and measurable strategic objectives, aims to drive business evolution and generate positive impact, ensuring the resources and organisational requirements to develop the necessary technological solutions and providing the guidelines and tools to assess and mitigate AI-related risks.

Given the increasing commitment to the development of AI-based solutions, we are working to structure and implement AI Governance, to keep track of all possible AI use cases, to define standards and/or procedures, to manage potential risks and to achieve Sisal's strategic goals.

To this end:

- we have implemented a **responsible approach to AI governance** in the design and development of systems aligned with the company's purpose and values, while ensuring a transformative impact on the business;

- we have introduced a methodological, ethics-by-design approach, developed by the Innovation Lab's AI competence centre, as a fundamental pillar of AI governance. In compliance with current regulations and best practices, this approach supports the process of developing models by acting as a tool to mitigate the risk of technical failure and non-compliance with ethical guidelines and privacy and security constraints.
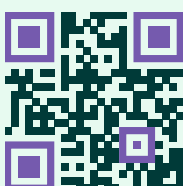
Innovation Lab

The Sisal Innovation Lab in Turin, set up in June 2021, is our technology centre of excellence.

Its mission is to **implement radical innovation in the company** through projects based on transformative technologies (first and foremost AI) and to **promote internal debate around innovation issues** by sharing know-how, nurturing an innovative mindset and creating an Innovation Ecosystem.

It acts as a **Competence Centre** that develops innovation projects and experiments with new technologies, prototypes and proofs of concept for integration in business operations. Trend and scenario analysis is also performed here to help top management keep our innovation strategy in step with new market opportunities. The Lab is also a **huge opportunity for networking** with universities, research centres and startups, acting on one hand as an external observer of the digital world and on the other as a major incubator of ideas for concrete projects.

To deliver on these goals, the **Innovation Lab's three centres work together in synergy**, combining technical and theoretical knowledge and creating value for innovation at Sisal:

- The AI and Data Science competence centre specialising in research and development into artificial intelligence algorithms.

- The XR and Web3 technology competence centre dedicated to immersive technologies, with the goal of being a benchmark in the design and development of innovative solutions based on XR and Blockchain technology solutions.

- The Tech Observatory and Open Innovation centre, which is responsible for studying and analysing trends in the digital transformation landscape, and for facilitating internal collaboration and external interaction with entities such as startups, universities and centres of excellence.

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

DemoLab

2023 saw the creation in our Milan headquarters of Sisal's first space dedicated entirely to innovation. Designed primarily as a logical rather than a physical space where our people and outside visitors can learn about and experience innovation firsthand, the DemoLab provides a way to find out more about the Innovation Lab, its mission and the contribution it makes to corporate innovation. A touchscreen and interactive software allow visitors to explore the team's most important projects, but above all to enjoy engaging experiences through virtual reality demos, walk through and interact with the Metaverse, and discover the fascinating world of Artificial Intelligence in all its aspects.

The DemoLab is therefore a tool for communicating innovation inside and outside the company, while at the same time engaging with the company's people. A tangible place that embodies Sisal's culture of Innovation.

AI Competence Centre

This competence centre implements projects to support business areas and other company departments, combining a multidisciplinary approach and technological expertise to co-design, prototype and promote Artificial Intelligence solutions.

The centre develops both **disruptive innovation** initiatives, which use a data driven approach to promote the development of products and services for all corporate stakeholders, and **incremental innovation** projects designed to improve processes and increase business. Alongside applied innovation projects, we also carry out **exploratory activities** to advance technological or service-related knowledge that can be used in the development of future applications.

The AI competence centre is also a member of Flutter's Global AICommunity, a community of practice designed to pool experiences and skills and outline the group's best practice guidelines in the area of Artificial Intelligence.

XR and Web3 Competence Centre

Our competence centre for immersive technologies and web3 analyses technological and business evolution in relation to XR and the decentralised world, with a special focus on the Metaverse and NFTs.

The Competence Centre is also responsible for developing XR and Web3 immersive projects, such as the Multiverse Lab, a project involving the creation of three themed spaces in three different metaverses (Spatial, Roblox e Decentraland). In the area of Blockchain and Web3, we have created a collection of NFTs for our events.

Tech Observatory and Open Innovation Centre

One of the Innovation Lab's roles is as Tech Observatory, studying digital transformation trends, outlining Sisal's potential evolutionary scenarios, and promptly identifying threats and opportunities. This know-how is made available to the company in the form of ad hoc consultancy and innovation culture initiatives that engage with Sisal's people and stimulate their ability and desire to innovate. These initiatives include:

- **Tech Trend Reports**, exploratory/discursive papers on new technologies that frame the topic and the current context, identifying the main trends, technological trajectories and potential new concepts and applications in Sisal and its business activities. The Tech Trend Reports are available in Italian and English to all Sisal's people on the corporate intranet.

- **TechRadar**, our weekly newsletter reports on new developments in innovation around the world available in Italian and English to all our people, both in Italy and internationally, with the aim of involving the entire company in innovation issues.

- **Envisioning Days**, live events to raise awareness of strategic innovation macro trends and

to stimulate thought and discussion around the practical applications of these trends in Sisal's business. The topics tackled in 2023 include: Gaming, Metaverse, NFT, Esports, Customer Centricity & Experience Design, Blockchain, Web3 Economy, Innovation & Sustainability, Sustainable Technologies, Sustainable Retail Frontiers.

A sizeable part of the Innovation Lab's activities is the creation and management of a huge network of contacts with the external ecosystem, involving ongoing technology mapping and scouting activities to identify the best collaboration opportunities with startups, companies and research centres.

Technological innovation in the company is also supported by vertical scouting based on specific needs.

This area is also responsible for developing experimental projects to produce prototypes and Proofs of Concept (PoC) in synergy with the ecosystem of startups and in close collaboration with GoBeyond[11], and for establishing a network of partnerships with academic institutions and technological innovation centres.

Finally, it encourages internal cooperation and promote the culture of innovation through knowledge sharing activities and idea generation workshops open to all company staff.

Tech Trend Reports

11 Tech Trend Reports	**8 Tech Trend Reports**
published since 2021	published in 2023

Tech Radar

93 issues	**42 issues**
since 2021	in 2023

Envisioning Days

10	**4**	**Over 650**	**Over 270**
Envisioning Days since 2021	Envisioning Days in 2023	people involved since 2021	people involved in 2023

11 For more details on GoBeyond, see the Positive Impact on the Community section (p. 128).

Open Innovation: Our collaborations with startups in the GoBeyond universe

GoBeyond is a responsible innovation platform created by Sisal to promote the development of innovative and socially useful business projects and thereby foster enterprise culture in Italy.

Over the years, the project has become a benchmark both within the company, because of its potential to create new business opportunities, and externally, positioning Sisal as a virtuous example of social innovation and recognised as one of the best-known startup competitions in Italy.

GoBeyond also has the important role of interconnecting externally gathered value propositions with in-house innovation. For the purposes of the Call for Ideas, an internal Screening Committee (involving Sisal's Innovation Lab and innovation and sustainability functions) was created to consider possible synergy and collaboration between Sisal and the candidate startups as a function of the Group's Open Innovation strategy.

For more details on GoBeyond, see the *Positive Impact on the Community* section.

ReLearn

ReLearn is an innovative startup established in 2021 with the aim of using artificial intelligence to manage and monitor waste. After an initial point of contact in 2019, when ReLearn took part in GoBeyond's Call for Ideas and was one of the finalist startups, in 2023, in view of the important progress made by the project, we decided to collaborate with ReLearn to monitor the waste produced in our offices, reduce environmental impact, and spread a culture of sustainability among our employees in a smart and innovative way.

Thanks to the *Nando* product, a plug-and-play sensor installed on standard waste bins, ReLearn collects accurate data to analyse waste production and sorting quality. In 2023, we launched a pilot project in two of our locations.

For more details on the project, see the *Positive Impact on the Community* and *Reduction of Environmental Impact* sections.

Gamindo

Gamindo is an innovative startup specialising in game development for marketing and internal training purposes.
Gamindo was accelerated in Silicon Valley by Plug and Play and in 2020 was among the finalist startups in the GoBeyond Call for Ideas.

We partnered with Gamindo during Sustainability Month to launch a sustainability-themed Daily Quiz: a game designed to raise awareness and engage with the corporate population in an entertaining way.

For more details on the partnership, see the *Positive Impact on the Community* section.

Develhope

Develhope is an innovative startup, set up in 2019, that trains young people (with a special focus on southern Italy) in the digital professions most in demand on the labour market. It is one of the largest coding schools in Italy and the EdTech (Education Technology) startup that has received most investment from CDP Venture Capital.

After taking part in GoBeyond in 2022 and ranking among the best startups, the following year Sisal and Develhope identified synergy in the field of social innovation and the relative project will start up in 2024.

For more details on the partnership, see the *Positive Impact on the Community* section.

Innovation projects

Two main streams can be identified in the area of projects that develop and integrate Artificial Intelligence to support Sisal's strategy and business activities: the development of customised solutions, entirely designed in-house, and projects aimed at fostering the adoption of solutions already present on the market.

AI solutions designed and developed in-house

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. The algorithm analyses players' behaviour, flagging potential problems and predicting risk behaviour and profiles. This tool is a clear example of how investment in digital innovation intersects our commitment to responsible business, as well as being our solution to provide a truly safe gaming experience[12].

In the **Betting** area, we have developed two solutions to support the bet acceptance process, where the Artificial Intelligence algorithm provides support for managers without replacing them, reducing effort and costs. The Tania (Trader Assistant Not Just AI) system processes betting requests based on players' past experiences to identify any transactions not in line with their betting history; Suspiria (Sportsbook's Unified System for Profiling and Identifying Risks through AI), on the other hand, assigns each player to risk clusters based on actual gaming behaviour.

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.

Existing AI solutions used to support Sisal's activities

We used the **GAIA** (**Generative AI Assistant**) project, developed in 2023 and the first AI Governance solution, to examine 23 **generative artificial intelligence**[13] tools, focusing both on content creation and coding. After a careful selection process, we identified four tools that were tested on different use cases related to Sisal's needs to assess their performance and effectiveness. We have also already integrated four AI tools to serve our strategic and business activities.

- **Chat GPT**: helps us analyse large databases of information, facilitates the generation and exchange of ideas in co-design sessions, reduces the effort and costs of coding and content writing, and helps us produce UX test-books with operational guidelines during interface assessment.
- **Midjourney**: allows us to turn words into images, for use on our online platforms as well as on posters and other communication materials.
- **Neurons**: uses predictive analysis to test our products and game interfaces based on the tastes and needs of potential customers.
- **8 shapes**: writes the interfaces and technical documentation we share with the IT function, simplifying the workflow and reducing effort.

+ € 1 m/year
Estimated savings from using AI tools

The use of these tools not only allows Sisal to realise substantial savings in terms of time, resources and costs, but also to implement activities that were previously considered impossible.

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12 More details in the Responsible Gaming section on page 84.
13 Generative AI is a subset of Artificial Intelligence that exploits machine learning and deep learning techniques to generate new content never seen before. Generative AI models learn from large data sets and models and use statistical methods to generate new content.

Thanks to a careful study of the applications of **generative AI**, we have also integrated some new functions into our **customer service operations**:

- Customers are supported by a **virtual assistant** capable of answering their questions and providing a personalized experience based on their behaviors and actions. If the customer wishes, they can switch to human customer service at any time.
- We have implemented 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.
- We have integrated generative AI **to support 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.

Solutions based on VR and immersive technologies

- **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.
- **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.

Sisal Digital Hub: Sisal's innovation and technology centres

Innovation is one of the main drivers of **Sisal's internationalisation strategy**[14], 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.

Tirana Digital Hub

The Digital Hub in Tirana was the first to be opened by Sisal in 2019. The Hub now consists of a team of over 700 people – ICT, Customer Operation, Finance, Procurement and Human Resources – who are committed to generating and creating unique and innovative projects and, above all, to nurturing and supporting employees' personal and professional development. The main focus of the Hub is to provide technological support for the growth of Sisal's multichannel business and synergies between the countries in which it operates. The various areas in the Hub are staffed by highly specialised personnel with expertise in the company's software solutions and enterprise platforms, providing some of the Hub's specific core services such as:

- the cross-country **Control Room**;
- the **Shared Service Centre**;
- the **Security Factory**, split into three different areas: Security Governance, Security Operations and Security Operation Centre.

The goal of the Digital Hub is to design the latest IT technology solutions, developing software applications and CI/CD engineering best practices with a high level of technical expertise. Sisal Digital Hub adopts the latest technologies on the market, as well as the most advanced and recent software development methods for project management, DevOps and security to provide lifecycle support for Sisal Group's software assets. There are also specific areas with a focus on data analytics and data science, test automation and AI.

14 For more details, see the section on page 49.

Technotriangle: the Turkish Digital Hub at Bahçeşehir University

In January 2024, we promoted the event "Technotriangle - People and Innovation as the Engine of Sustainability" at Bahçeşehir University. With around 240 students involved, the aim of the event was to generate a dialogue between engineers and technicians from our Turkish Hub and future software industry talent on the subject of connections between innovation, sustainability and people and how these interconnected factors can contribute to progress, change and a sustainable future. The event is one of a series – the second took place on 9 March at Acıbadem University – that will continue throughout 2024 thanks to cooperation agreements already signed with other universities.

The collaboration with Bahçeşehir University extended beyond the event, involving continuous interaction with the students. To celebrate International Women's Day, for example, we invited female students from the Bahçeşehir University Student Club to an event organised as the Istanbul Digital Hub.

Istanbul Digital Hub

The Istanbul Technology Hub was opened in March 2022 with mainly in-house resources and know-how. It is run in synergy with the other centres that design and develop the Group's technological assets, and operates with the same methodologies, levels of security and best practices. The Turkish Hub's main focus is on directly supporting the growth of Sisal's business in the country in terms of technology and also by exploiting cultural proximity and other context and language-based synergies. It has around 80 IT resources with specialist skills focusing mainly on innovation in the field of lotteries, gaming terminals, apps and the web, and on the development of online games for various Sisal Group brands.

The Istanbul Hub is also the home of Sisal's first Game Studio. **PLAYNEXT** is a creative games development hub consisting of an international team of young talents with specialist backgrounds ranging from mathematics to IT and latest generation gaming. The in-house development of games with high customer appeal has enabled it to further broaden the product offering and enter a highly competitive market like content production.

Tunis Digital Hub

Officially opened in 2023, the primary goal of the Digital Hub in Tunis is to support Sisal's business growth in North Africa through the development of ICT skills. Through its innovative near-shoring mechanism, the Hub facilitates the introduction of qualified resources and focuses on the development of digital technologies (web and apps) not only for the local market but also for international business.

The Italian Digital Hubs: Naples and Palermo

The **Naples Digital Hub** was opened in January 2024 to provide strategic support for Sisal's long-term growth. More than 30 IT professionals in different fields and with different educational backgrounds are already working in the facility, which has entered a partnership with Federico II University to foster the exchange of knowledge and skills through internship and apprenticeship opportunities.

The **Palermo Digital Hub** opened in March 2024, in another step forward in the strategy to promote innovation in Italy and abroad and to develop business in the long term. Talent scouting for the Sicilian hub is carried out in partnership with Edgemony, which will use the training bootcamps it organises to select new software development profiles.

Main events and partnerships

Politecnico di Torino: Master HumanAlze

Academic 2022/2023 saw the launch of a new Level 2 Master's degree course, "HumanAlze: human and social sciences for artificial intelligence", which has continued in 2023/2024. Designed as a continuous training activity for humanities graduates aspiring to "hybrid" professions, it exploits the combination of humanistic and technical skills (AI and digital). As a member of the STEM by Women Association, Sisal contributed to the design of the Master's course and relative project work together with other sponsoring companies. In designing the course, the companies encouraged the adoption of approaches that overcome the gender gap and promote equal opportunities in STEM jobs (for a culture of equality and inclusion), and that recognise the value of logic skills developed in humanities courses (where most students are female).

Positive Impact Plan: Tech4Good Award

In July 2023, Flutter launched the first "Tech4Good Award" in collaboration with Alpha Hub, the platform connecting startups to the Flutter world. The aim of the award is to support startups that use technology to tackle major social challenges and for the common/community good. Sisal provided support for the programme, sharing the experience gained from seven editions of the GoBeyond Call for Ideas, the initiative that rewards and supports socially useful startups. Sisal also offered the six selected startups a workshop designed to provide the tools needed to assess and measure the impact of their technology.

DIGITHON

Again in 2023, through the GoBeyond programme, Sisal partnered with the DigithON digital marathon, which is one of the most important initiatives for startups organised in southern Italy. As well as being represented on the Scientific Committee which assesses the startups, Sisal awarded a special mention worth €1,000 to the startup best aligned with the values of the GoBeyond programme.

We Make Future

From 15 to 17 June 2023, Sisal took part for the first time in We Make Future, one of Italy's leading events for startups and innovation. As well as being asked to sit on the startup assessment committee, Sisal took part in a panel discussion on sustainability and digital technology organised by the COTEC Foundation.

Flutter Innovation Week

From 25 to 29 September 2023, Flutter promoted its first Innovation Week to promote all aspects of innovation, connecting colleagues from throughout Flutter, sharing knowledge and projects, and inspiring new ideas. As part of Flutter Group, Sisal also participated in the event, sharing its point of view in various panel discussions and organising workshops to present specific projects developed. The presentations included our AI Responsible Gaming algorithm and our gaming market innovation projects, Sisal Tipster and Sisal Fun Club. We also held a conference at our Milan headquarters to showcase our vision and personal experience on "how to innovate".

Envisioning Days: Sustainability Cycle

In line with the principle of Open Innovation, at the Envisioning Days, Sisal's Innovation Lab promoted the live events organised for everyone in Sisal on top innovation topics, a cycle of 4 conferences between July 2023 and March 2024 on the relationship between Innovation and Sustainability. The issues touched on included Green IT and digital technologies for accessibility, innovation to support retail and store-concept rethinking, and digital solutions for player safety.

Italian Tech Week

Through GoBeyond, Sisal was a partner of Italian Tech Week, Italy's leading technology organised by the Gedi group in collaboration with Italian Tech.

Cyber Security Academy

In cooperation with the Politecnico di Milano, a training orientation course has been planned for 30 students in the target group with the aim of tackling issues related to Cyber Security and Ethical Hacking, from both theoretical and practical perspectives, with support from the DEIB Department's NECST laboratory professors and Sisal managers, who will present the concrete applications of the topics addressed in the corporate world.

STEM Academy MODIS per Sisal

This year too, Sisal is partnering with Modis on the Academy project: a training course of more than 240 hours for young graduates in STEM subjects, with the aim of training software developers and offering the opportunity of a placement in the company. The project resulted in the recruitment of 12 new professionals in the Milan and Rome offices, giving these resources the chance to join a large international company.

JOINRS

In spring 2023, in partnership with Sisal's Talent Acquisition team and the Joinrs platform, we devised a series of events called "Experience Design in Sisal". These online and in-person events are designed to engage a broad audience of students and recent graduates, giving them an in-depth overview of the roles and skills required to be part of our Experience Design team. This series of events allowed participants to gain a deeper understanding of our business and the professional opportunities available at all our locations.

Osservatorio Platform Thinking HUB del POLIMI

The Platform Thinking HUB Observatory is a Politecnico di Milano community to which Sisal actively contributes through workshops. The main purpose of the observatory is to show the flexibility of the Platform Thinking concept and its adaptability to different environments and sectors, bringing concrete benefits even in very different contexts.